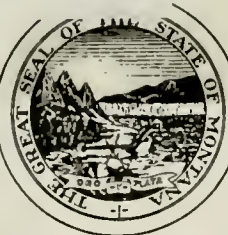


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DEPARTMENT OF NATURAL RESOURCES  
AND CONSERVATION

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JUDY MARTZ  
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January 28, 2003

File Code: 317.3 (2002)

Dear Employees, Public and Stakeholders:

Enclosed you will find the 1<sup>st</sup> draft of the 2003 DNRC Fire and Aviation Program's Strategic Plan. In December of 2001, DNRC completed a full program review of the Fire and Aviation program. Following the review, a Strategic Action Committee (SAC) was formed to prepare the attached draft.

Through this letter, I'm asking for your review and comment by March 3, 2003. Please focus your comments on Section IV. Section III is primarily included for reference and the SAC will continue to work this section over. Your comments can be mailed either to myself or one of the SAC members. (See attached listing of members) Electronic comments are preferred and additional copies of the draft are on our website at <http://www.dnrc.state.mt.us/forestry/dnrcfiresite/>.

Ideas lead change. If you want to influence the future, you have to have ideas about the future. In any firefight, in any venture, success begins with a clear vision of where you want to go and what you want to do. How you think about the future determines what you think about the future and what you ultimately do about the future. Leading with ideas is damned difficult. It is hard to provide new vision and focus: it is harder still to shake off old paradigms. Please take the time to comment, as your input is critical to the future of our Fire and Aviation program.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Murphy".

Tim Murphy, Chief  
Fire and Aviation Bureau

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# **State of Montana Fire and Aviation**

**DRAFT**

## **Strategic Action Plan**

**JANUARY 2003**

State of Michigan  
County of Washtenaw

DRAFT

Amended Ordinance

**State of Montana**  
**Department of**  
**Natural Resources and Conservation**  
**Fire and Aviation**

**Strategic Action Plan**

Prepared by Fire Odyssey 2001 Planning Team:

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Fire Program Manager-Northwestern Land Office

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DOUG WILLIAMS, Montana Fire Wardens Association

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ROBERT HARRINGTON, Forestry Division Administrator

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ARTHUR R. CLINCH, Director, Montana DNRC





**STATE OF MONTANA**

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**DEPARTMENT OF  
NATURAL RESOURCES AND  
CONSERVATION  
FIRE AND AVIATION**

**STRATEGIC PLAN**

**JANUARY, 2003**

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# THE HISTORY OF THE

ROYAL

ACADEMY OF SCIENCES

OF THE CITY OF PARIS

IN THE SEVENTEENTH CENTURY

BY M. DE LA PERRONNIERE

PARIS

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BY M. DE LA PERRONNIERE

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# **SECTION I**

## **PURPOSE AND BACKGROUND**



# **I – PURPOSE AND BACKGROUND**

The Montana Department of Natural Resources and Conservation (DNRC) recently expended considerable time and effort in defining its strategic direction, mission, and goals for the Fire and Aviation Program.

In December of 2001, a week long meeting entitled “Fire Odyssey 2001” was held with DNRC employees and cooperators. The purpose of this meeting was to discuss the current DNRC Fire Program and develop future program recommendations. This meeting produced many ideas that were captured in the resulting documentation. Following Fire Odyssey 2001, a Strategic Action Committee (SAC) was empanelled. The goal of the SAC was to develop this Strategic Action Plan by refining the ideas, concepts and recommendations that arose from Fire Odyssey 2001 to guide the DNRC Fire Program through the next several years. This Strategic Action Plan also utilizes residual ideas and input from the 1992 strategic planning effort.

The purpose of this Strategic Action Plan is to identify and communicate our long-range focus, which will provide a foundation and direction for future work planning and to promote understanding and unity among the Department’s internal and external stakeholders.

The Strategic Action Plan will be implemented in accordance with state law; department policy, rules, and regulations; DNRC and the Northern Rockies Coordinating Group (NRCG) Standards and Guidelines; and budgetary authority. Budget and work planning efforts will be based on priorities set forth in this plan.

The following sections of this document set forth DNRC’s strategic direction:

- Section II summarizes the DNRC mission, guiding principles, and vision.
- Section III describes Fire Odyssey 2001 Recommendations.
- Section IV outlines the Goal Statements derived from the recommendations.
- Section V Implementation Plan required to move DNRC in the direction outlined in this Strategic Plan document.
- Section VI Appendices
- Section VII SAC Contact List



## **SECTION II**

### **MISSION, GUIDING PRINCIPLES, AND VISION**





## **II- MISSION, GUIDING PRINCIPLES, AND VISION**

The Mission statement expresses our organizational purpose and identifies our customers, our core services, and the major programs we provide.

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## FIRE AND AVIATION

### PROGRAM MISSION STATEMENT

*Provide resources, leadership and coordination to Montana's wildfire services, accomplished through wildfire prevention, training, preparedness, and safe, aggressive suppression actions to protect lives, property and natural resources.*

#### GUIDING PRINCIPLES

*Firefighter and Public Safety is always our primary objective.*

- *We recognize and value the motivation and creativity of our employees and cooperators.*
- *We are entrusted by the public and our employees to tell the truth, follow through on commitments, and be consistent in our actions.*
- *We operate in a fiscally responsible manner.*
- *We increase the understanding of our mission, improve our efficiency and complete clearly defined goals through partnerships with all of our cooperators.*
- *We provide extensive training to successfully carry out our mission.*
- *As directed, DNR supports cooperators in non-wildfire incidents.*



## A VISION STATEMENT

Changes have characterized the Department of Natural Resources and Conservation (DNRC) since its inception. These changes continue to come faster and faster, and, if our present culture is an indicator, they will continue to occur even more often during the next decade. The first ten years of the twenty-first century will bring us a mixture of changes, some beneficial, some detrimental and some neutral. As an agency, we must search for and embrace the opportunities afforded by the truly positive changes, while being alert for those that are disguised and marketed as progress, but actually deter us from achieving our objectives.

The Department's objective is to ensure that our wildland fire protection program in Montana is effective, in light of reduced funding, increased responsibility, increasing urban encroachment, a changing timber management industry, and heightened public awareness. The environment in which wildland fires are fought has changed drastically. Fuels, weather and topography remain the basic components in calculating fire danger levels, but firefighting efficiency and success are, today, equally affected by social and political factors. The disastrous fire seasons occurring in this decade have given rise to national level discussions of wildland fire. It's easy to understand how the fire and fuel management paradigms are changing.

During the last several decades changing land management and fire protection philosophies have resulted in an accumulation of forest fuels that have exceeded predicted historic levels. Additional fuels result from decreased prescribed fire because of air quality concerns, and reduced timber management activities. These added fuels translate into a need for faster, more aggressive initial attack. The need for strengthened initial attack is also the result of a shift in public values. Expanded recreation and forest home sites can increase the occurrence of human-caused fires. These fires place higher values at risk. The Federal Wildland Fire Management Policy and Program Review Implementation Action Plan may drive state and local fire agencies into greater roles and responsibilities in the wildland urban interface. Given the need for greater initial attack, the issue then becomes, how best to provide it. If there is an effective balance between centralized and decentralized resources, finding and maintaining that balance in today's society will be the challenge.

The future will see intensified interagency cooperation and involvement. This movement began in the 1980s, and support has grown to the degree that retreat to isolationism is neither desirable nor possible. Interagency contractual obligations (exchange of fire protection responsibilities between agencies), interagency fire teams, interagency fire dispatch centers, use of local government fire forces, and other cooperative ventures will expand and create increased interdependence. This venue brings with it a host of opportunities because of the cooperative mindset, joint and specific training, and a greater understanding of

our fire service partners. The goal is to efficiently work together as agencies for the benefit of our stakeholders.

The future will continue to see the development of different philosophies, and sophisticated/expensive technologies that are either directly aimed at advancing the art of firefighting or that were developed by other disciplines and borrowed by the fire services. There will be difficult choices ahead as we intelligently select the most worthwhile. Thorough cost benefit analyses and other studies must be used to counterbalance the urge to move toward high profile programs that appear to be futuristic and innovative but that actually reduce effectiveness by redirecting money from more essential areas. The ongoing struggle is to select our investments judiciously and choose those that provide the best return.

The intent of this plan is to document issues identified by fire service employees and cooperators for a strategic look at the dilemmas of staffing, organization and budget. New concepts, changing areas of emphasis, and a budget that is unpredictable will provide the logic and justification for adjustments to the DNRC fire program. With this plan we have the opportunity to address the current and future organization, recommending change that will improve our service and help the DNRC meet its mission. Growth must be tempered by practical field experience and clearly defined needs. This plan looks at how best to accomplish our mission and provides for a comprehensive evaluation of the DNRC fire program during the next decade.

When we view the "future us," we will see a different reflection than we do now. Changes in the work force will have significantly altered our appearance and our philosophies. Since each by itself is neither good nor bad, the old must blend with the new to fashion what we want to be. The old contributes experience, tradition and stability. The new adds freshness, change and different perspectives. Protecting worthwhile traditions and useful lessons of experience, while incorporating appropriate changes and new ideas is our charge in the next ten years. The workforce will be more diverse; the old guard will move on and those in key positions will be younger and have less experience than may have been our custom. It is therefore, our responsibility to foster the advocacy of the fire program into the future.

# **SECTION III**

## **GOALS, OBJECTIVES AND STRATEGIES**







## FINAL RECOMMENDATIONS FOR EACH SECTION

### ALL-RISK WORKING GROUP RECOMMENDATIONS

1. Clearly define through agency policy and procedures DNRC's support roles as defined in the DES' State Emergency Coordination Plan (ECP): 2000 edition, by the end of fiscal year 2003.
2. Assure that DES' ECP, which includes DNRC's roles and responsibilities for "fire" is disseminated to all DNRC employees involved in fire and aviation management activities by end of calendar year 2003. Also include this information in new employees orientation training package.
3. Prepare a 10-year training plan for all levels of DNRC employees who may be involved in supporting all-risk incidents, as outlined in the DES' ECP: Annex K, 2000 edition.
4. Identify and train potential DNRC or local government resources as technical specialists/liaisons statewide (perhaps at the Area level) who would be utilized when DNRC becomes activated supporting all-risk incidents by 12-31-03.
5. Clearly define DNRC fire and aviation management personnel policy and procedures when an employee encounters a non-wildland fire incident at the operational or tactical level. For example, a DNRC engine crew, while on patrol, encounters a vehicle accident with injuries; and the engine crew includes a trained first responder. Are we outside DNRC's Mission?
6. Establish an All-Risk Working Group, including local government and state DES representation reporting to FAC.

**Emphasize that DNRC's role in all-risk incidents is not to replace local government roles and responsibilities but to support, coach, and assist. DNRC is not the lead agency!**

## FUNDING & STAFFING RECOMMENDATIONS

### Short-Term Recommendations

1. Develop a proposal to raise the existing assessment rates to be presented to the next legislature.
2. Recommend DRNC propose establishing a Suppression Account to pay for suppression costs. Options should include a trust fund with interest used to pay the annual bills, or a “split fund” with some income dollars going towards building the trust and the rest going towards paying the annual bills. Prior to the 2003 legislature, evaluate the following proposed funding sources as to feasibility, equitability, and efficiency. Include this information in the presentation to the Environmental Quality Council on the HJR 42 in May, 2002. Options that were listed for revenue sources include:
  - a. A fee to be assessed recreationists via conservation, fishing, hunting, off road vehicle licenses, and recreation use licenses.
  - b. A fee per mbf. harvested on state and private lands.
  - c. A statewide “Fire Lottery.”
  - d. An assessment on state Trust Lands for their protection.
  - e. A fee on all licenses and leases on state Trust Lands.
  - f. A portion of the existing Resort Tax.
  - g. A portion of the existing Bed Tax.
  - h. Establish a (partially?) bond funded account using the State’s bonding authority. (Consult with Ann Bauchman for further information.)
  - i. Explore issuing catastrophe bonds via the capital market to cover suppression costs on exceptional years.
  - j. Utilize any payments from billable fires to help support the fund.
  - k. An assessment on NFZ lands.
  - l. Assessments on power and railroad rights-of-way.
  - m. A \$1.00 license plate fee.
  - n. General fund.
3. Assign each Land Office, the Fire Bureau, or a contractor the work objective of conducting an analysis of the *efficiency* of their current direct protection fire program resource “application.” As part of this work, the Land Offices should be asked to determine what portion of their workforce does not work the entire legal (May to September) fire season and what additional funding is needed to adequately cover that period. Also, this analysis should look at how appropriately the FTE and funds are allocated to the field versus program administration. A standardized tool or format for this analysis would be helpful if one can be found or developed.
4. A high priority from the review is to explore the option of excepting the fire funded positions from the 4% required vacancy savings.

5. Propose to raise the limits on the FFR and Zook authorities.
6. Establish clear guidelines on use of Unbudgeted and Severity funds.
7. Work towards full cost accounting in position control before the “biennial snapshot” is taken to set the base funding for the upcoming biennium.
8. Recommend employees be tasked with educating the public and local legislators (& other political leaders?) about the whole DNRC Fire & Aviation program. Enlist assistance from Dan Bushnell and department publications group to develop a clear and consistent communication plan. Utilize various tools (pamphlets, PSAs, web site, videos, etc.) to accomplish this needed task.
9. Assign one focal point/person for program data collection and compilation. (Department, Division, or Bureau level?) We may want to contract this work.
10. Look at the feasibility of funding an interagency private contractor liaison position to develop a method to train and track qualifications for private contractors.
11. Request an adequate administration budget (the ‘50’ budget) to alleviate pressure on the fire budgets, and determine a revenue source for this request.
12. Propose that funds received for billable fires are used to fund the prevention program rather than put back into the general fund.
13. Establish a license fee for fireworks vendors or a \$1.00 fee on license plates that would be used to pay for fire prevention.

### **Long-Term Recommendations**

1. Recommend the DNRC undertake a NFMAS type analysis of the whole program (presuppression, suppression, training, prevention, etc.) to include the value at risk based on an assessed property valuation, or some other easily determined value. The goal should be to determine the Most Efficient Level (MEL) for at least the Area (Unit?) level programs, and utilize this information to defend our existing level of operation, or justify an expansion request. Utilize what information is useful from existing Kurth studies. All costs should try to be included in this analysis. (i.e. presuppression, suppression, severity, unbudgeted, etc.) Staffing for 7 days per week during the fire season should be factored into this analysis. Contracting for this analysis should be evaluated.
2. Establish a task group to thoroughly review the existing MCAs related to fire and develop proposed changes to them with the goal of a clear, coherent, and comprehensive fire code. (Another related recommendation was to establish a

“legislative team” to work with the Strategic Planning team.) Include various stakeholders like the Rural Fire Districts, Firewardens, and Fire Chiefs.

3. There was much discussion about changing the existing County Coop portion of the program. Most of these recommendations include more than changing funding or staffing and may be repeated in other working team reports.
  - Should we “assign” some direct protection to counties and provide some funding to them for that work? Look at recognizing the county as the wildland protection entity and provide it with the applicable assessments. Work towards eliminating overlap protection areas.
  - Recommend we continue to help and support the county level fire organizations to include better compensation to them. This would include efforts in suppression and prevention for wildland fires, and support in non-wildland incidents (under clear DNRC guidelines).
  - We need to allow for dissimilarities in the counties and have different types of coop programs.
  - We need to develop a way to upgrade the county coop equipment on a realistic replacement schedule. Also need to assure current allocations are equitable across the state.
  - If increased funding is not acquired, look at terminating the county coop portion of the fire program.
  - Determine the number of fires suppressed by county forces and what the value of that work is.
4. Develop an assessment structure based on *values protected or on costs of suppression*. This would likely require better legal definitions and classifications. This may need to be a multi-tiered system. All lands (including NFZ, Railroads, Power lines, other governmental agencies, and state School Trust Lands) receiving protection should be covered. The new assessment program should also confirm or adjust the “1/3 cost to the benefiting party and 2/3 cost to the general public” split. As part of this proposal, those who are benefiting should fund the cost of the county coop program, perhaps through a NFZ assessment. Perhaps the county coop portion should be funded all from general funds. Also as part of this change, a proposal for the funds raised for the county coop program to go to the county RFDs should be developed.



## **INTERAGENCY RELATIONS RECOMMENDATIONS**

The following topic areas and recommendations are the Interagency Relations Working Groups choices for follow-up by the Strategic Planning Team. Compilation of input from the breakout sessions has produced the following. In addition to these specific recommendations we tasked the planning group with addressing how to instill core values that would allow our agency to be successful in a cooperator-dependent, ever-changing environment. If there needs to be follow-up or clarification of issues or recommendations, please contact the group's Team Leader, Wally Bennett.

### **National Fire Plan Recommendations**

1. Existing coordinators (Statewide- Paula R., and NW Land Office, Keith K., SWLO \_\_\_?) need to get info to County government sooner so that action can be taken on opportunities of dollars when available. Suggest the identified Core group meet on a regular and frequent basis to get information to all players.
2. Designate a coordinator at each Land Office. Use NFP \$ to fund this position in conjunction with on-going projects.

### **2005 Protection Exchange Recommendation**

1. Continue current direction, with DNRC taking the lead (Fire Bureau).

### **County Coop Recommendations**

1. Keep traditional County coop program/plan for those counties where it works.
2. Local State and County managers review and revise current plans to meet local needs.
3. Rewrite state fire statutes or administrative rules to better define roles and responsibilities of state and local government. Encourage Firewardens and Fire Chiefs Associations to take active role in this process.
4. Pay local government for initial attack outside their Districts, and extended attack inside and outside their districts per local agreements. Must meet NWCG standards for pay

**- OR -**

Explore options for hiring local government resources through the County. DNRC requests the resources; the county pays for them and submits bills to DNRC for reimbursement. DNRC accepts the county's standards and the county assumes the liability. This recommendation needs to be run past our legal department, however.

## **Training Recommendations**

### **Eastside:**

1. Coordinate training through the University system.
2. Fund a training position on Eastside.
3. Provide staffing and \$ in support to High Plains Fire Council aka East Zone training group.

### **NTC:**

1. Renegotiate NTC cost share agreement with DNRC.
2. Recommend the NRCG direct the Northern Rockies Training Center to conduct a programmatic review to determine its direction and whether it is meeting the needs of its interagency partners. In this review, the funding and method of determining each agency's contribution should be addressed.
3. DNRC (training working team?) needs to evaluate the level of participation and overall direction of NTC, resulting in a plan for DNRC future involvement.

## **Qualifications and Red Carding Recommendation**

1. Fund a State/Fed liaison to work with contractor association(s) to be the point of contact that is lacking now.

## **Dispatch Recommendations**

1. Full-time presence in NRCC and other already *part-time* staffed Interagency Dispatch Centers.
2. Explore co-location with 911 centers.  
Dispatchers – Why must they be employed by an agency? Could they work for center/NRCG or other umbrella organization?

## **Communications Recommendations**

1. Narrow Band – Leave with Tech group.
2. One communication system per dispatch center.

## **Incident Management Teams (IMT's) Recommendations**

1. Build flexibility back into IMTs; i.e., ability to mobilize in a short team configuration where warranted.
2. Teams should carry County Liaisons (County Agency Representative) to facilitate better working relations with local government; or strongly recommend teams fill the position from the local agencies when the team arrives.

3. Should DNRC look at rebuilding Type 2 team(s)? The general consensus was no, but we are leaving it in because of the “all risk” discussions and potential need for a state support response at this level.
4. Develop more local Type 3 teams.

#### **NRCG Recommendations**

1. Need more county representation on the NRCG Board.
2. Inclusion of contractor rep on NRCG Board.

## PERSONNEL ISSUES RECOMMENDATIONS

The Personnel Issues Working Group met twice prior to the Fire Odyssey 2001. During the course of the discussions, the group identified several personnel issues to be brought forward and presented at the meeting. Further discussion in the breakout sessions identified those issues thought to be most important and needing resolution. The Working Group then attempted to prioritize and offer recommendations for final presentation. Readily apparent to all was the need to re-establish a **Personnel Issues Working Team (PIWT)** who would report to the Area Managers' Leadership Team.

The intent of the Team would be to provide an avenue for all employees of Trust Land Management and Forestry Divisions to forward personnel issues and seek resolution. Makeup of the Team would include representation from the following: Central Services, Trust Lands Management, and Forestry Divisions; Personnel Director and/or Bureau; seasonal work force; unit-level representation; and each land office. In order to provide guidance for the team, a Mission or Purpose Statement was drafted: "Provide a sustainable mechanism to identify and assist CSD in the resolution of personnel issues for seasonal and permanent employees in Forestry and Trust Land Management Division."

The working group was then tasked with providing a white paper of intent for presentation and approval at the next Area Managers' meeting in January.

**Recommendations and issues** identified by the Working Group and through input of the breakout sessions include:

1. Education of employees on policies, standards, guidelines and regulations. Schedule Ann Bauchman and staff (CSD) for regular visits during the work planning process to land offices to discuss issues; support of Bill Miller and continued efforts in developing the new employee orientation package, which would include a self-administered version; i.e., CD-ROM or web-based training.
2. Hazard pay for state employees assisting federal agency fire suppression efforts. Allow PIWT to advance issue to include state fire suppression efforts, a job that is hazardous no matter what the scenario and employees should be justly compensated. Provide Hazard Pay for all fire situations.
3. Administrative leave after 14-day fire assignment or continuation of work on unit. Tie into safety/ welfare issue, identify it as "safety leave." Allow PIWT to advance issue.
4. Change of per diem rates for out of state travel. Shift to federal rates for both lodging and meals. PIWT issue.
5. Off-unit assignments made available to unfunded seasonal employees. Personnel office needs to provide clarification on procedures in order to provide consistency statewide. PIWT to advance issue.



6. Overtime counting toward long-term seasonal, 960-hour maximum employment and application to PERS; and making PERS participation optional. Need to identify the issue before solution is presented. Clarification needed from personnel office. PIWT
7. Benefits issues for seasonal employees, including accrual of, and carryover of, annual and sick leave; allowing six-month probation period to carry over from year to year. Do away with termination of seasonal employee policy and allow PIWT to advance issue.
8. Provide incentive awards for all DNRC employees. Prepare and adopt an incentive policy that permits use of budgeted funds for awards and incentives. PIWT.

More than likely, all issues have not been identified, but with the development of the Personnel Issues Working Team, any additional will be brought forward to the Team for discussion and possible resolution.

## **PUBLIC/STAKEHOLDER EXPECTATIONS RECOMMENDATIONS**

- 1. Public Relations Working Group** - This working group should be formed to - coordinate and facilitate public relations within the DNRC Fire and Aviation Management Program. Some of the functions that may be served by this working group include:
  - a. Public Relations Strategy -Develop general strategy for guidance to FAM Bureau and Field staff when working with PR projects;
  - b. Coordinate PR Projects - Serve as clearinghouse for major PR projects - to ensure consistency accuracy, and efficiency;
  - c. Ensures efficient use of DNRC--PIO - Allows PIO to connect with PR needs within FAM program, and determine workload and ability to meet demands.
  - d. Need participation from Old Fire Dogs and New Fire Puppies - This Working -Group needs adequate representation from those actively involved in the Fire programs, including Bureau Prevention Specialist, fire program managers, Unit Fire Supervisors, and Unit Fire Prevention Staff.
- 2. Improving/increasing Public Understanding of F&AM Activities:**
  - a. Press Coverage -Take every opportunity to contact and include the press at significant events involving Fire Management staff, including:
    - i Fire Incidents -Currently done very well on large, extended attack fires but could be improved on initial attack incidents
    - ii Strategic Planning Effort - Ensure public notification at critical decision points, and for scoping of draft documents;
    - iii. Exercises-Joint DNRC/County or Cooperator exercises should covered by local print and TV /Radio media;
    - iv. Delivery of County Coop equipment, ensure local papers cover delivery of equipment to Counties;
    - v. Feature stories -Encourage local paper and TV to develop feature articles on relevant issues regarding DNRC Fire Mgmt. Activities;
    - vi. PSA- Consider development of video to be used as Public Service Announcement or paid advertisement on commercial TV and radio;
    - vii. Feature Columns -Consider sponsoring regular guest columns in local newspapers to discuss and explain DNRC Fire Management activities and responsibilities.
  - b. Newsletter - The strategic planning team should consider a regular newsletter or information sheet to update interested DNRC employees and stakeholders on the progress of the strategic plan. Updates should also be submitted to cooperators newsletters (such as the Fire Training News) to update them on the progress on the plan.
  - c. Open Houses - These- should be considered for presenting the draft Version of the strategic plan to the public and stakeholders and stakeholders.
  - d. Public Opinion Survey - The cost of a statistically valid public opinion survey on the DNRC Fire and Aviation Management Program is estimated

to cost \$15,000 to \$20,000. If the strategic planning team determines that the results of the survey warrant the expense, it should be contracted with the UM Bureau of Business and Economic Research. Such a survey should only be conducted following extensive PR outreach to further educate the public regarding the F&AM programs.

- e. Website - Fire Management activities and the Strategic Planning effort should continue to be posted on the DNRC F&AM website.

### **3. Suggestions/Comments from Conference Attendees:**

- a. Land Office and/or Unit-based media relations personnel should be trained to maintain relationships with local media. DNRC PIO (Bushnell) cannot handle all of the workload or respond as quickly as needed. PR duties should be incorporated into the local fire prevention technician position, which would not require an additional FTE. Pat Cross was quite effective at this at the Kalispell Unit.
- b. Support for incorporating the development of program alternatives to be analyzed and provided for public/stakeholder comment during the strategic planning process.
- c. Support for gathering sufficient data (survey, analysis of alternatives?) in advance of legislative proposals, to prevent program from reflecting only the viewpoint of DNRC staff. Need to develop and market the DNRC fire program to ensure that we are recognized as a stand-alone agency rather than being a subset of the federal agencies.
- d. Support for a statistically valid and defensible public opinion survey conducted by the BBER, consistent with the one conducted by NWLO.
- e. Need to improve the image of DNRC Fire Professionals. One suggestion is to provide a uniform with DNRC patches for fire staff to wear during interviews with press, or other public gathering.

## TECHNOLOGY GROUP RECOMMENDATIONS

**Mission Statement – We will recommend technologies that will assist the successful implementation of our fire programs for the next 5 to 10 years. We will also recommend processes to effectively introduce, train for, integrate, and evaluate these technologies in our fire program.**

### TECHNOLOGY GROUP

<i>Group Leader:</i>	John Pilsworth	F&AM GIS Specialist, Missoula
<i>Assistant Group Leader:</i>	Chris Dargan	CLO Station Foreman, Helena
<i>Members:</i>	Doug Turman	NWLO, Libby Unit Fire Supervisor, Libby
	Bob Dillon	SLO Area Forester, Billings
	Norm Fortunate	SWLO, Missoula Unit Service Forester, Missoula
	Ray Nelson	F&AM Direct Protection Coordinator, Missoula AFD
	Barb Powell	F&AM Office Manager, Missoula
	Duane Erickson	F&AM Property Manager, Missoula - EDC
	Joe Wulfekuhle	F&AM Shop Foreman, Missoula - EDC
	Curt Miller	CLO Area Mechanic, Helena
<i>Support Leader:</i>	Elaine Huseby	F&AM Information Systems Tech., Missoula
	Sean Gallagher	F&AM Communication Tech., Missoula
	Eric Lasell	F&AM Communication Engineer, Missoula
	Ed Martin	F&AM Aircraft Inspector, Helena
	Jim Kilhof	SWLO Area Mechanic, Missoula

### GOALS

1. Encourage new ideas in the use of technology. Provide a process to develop new ideas. Recommend an evaluation process for technology component.
2. Look at functions of the Fire Program and identify technological enhancements in:
  - a. *Equipment Development*
  - b. *Prevention*
  - c. *Communications*
  - d. *Aviation*
  - e. *Training*
  - f. *Administrative Support*
  - g. *Dispatch (Logistics)*
  - h. *Suppression*
3. Identify external forces and how they impact our fire programs. "Integrate the best, and mitigate the rest." This goal was not pursued.
4. Examine how technology affects people; i.e., personnel adaptability. Train people more effectively and follow through, as training must be timely; i.e.,

when new equipment and systems are put in place. Examine software use as it applies to job processes.



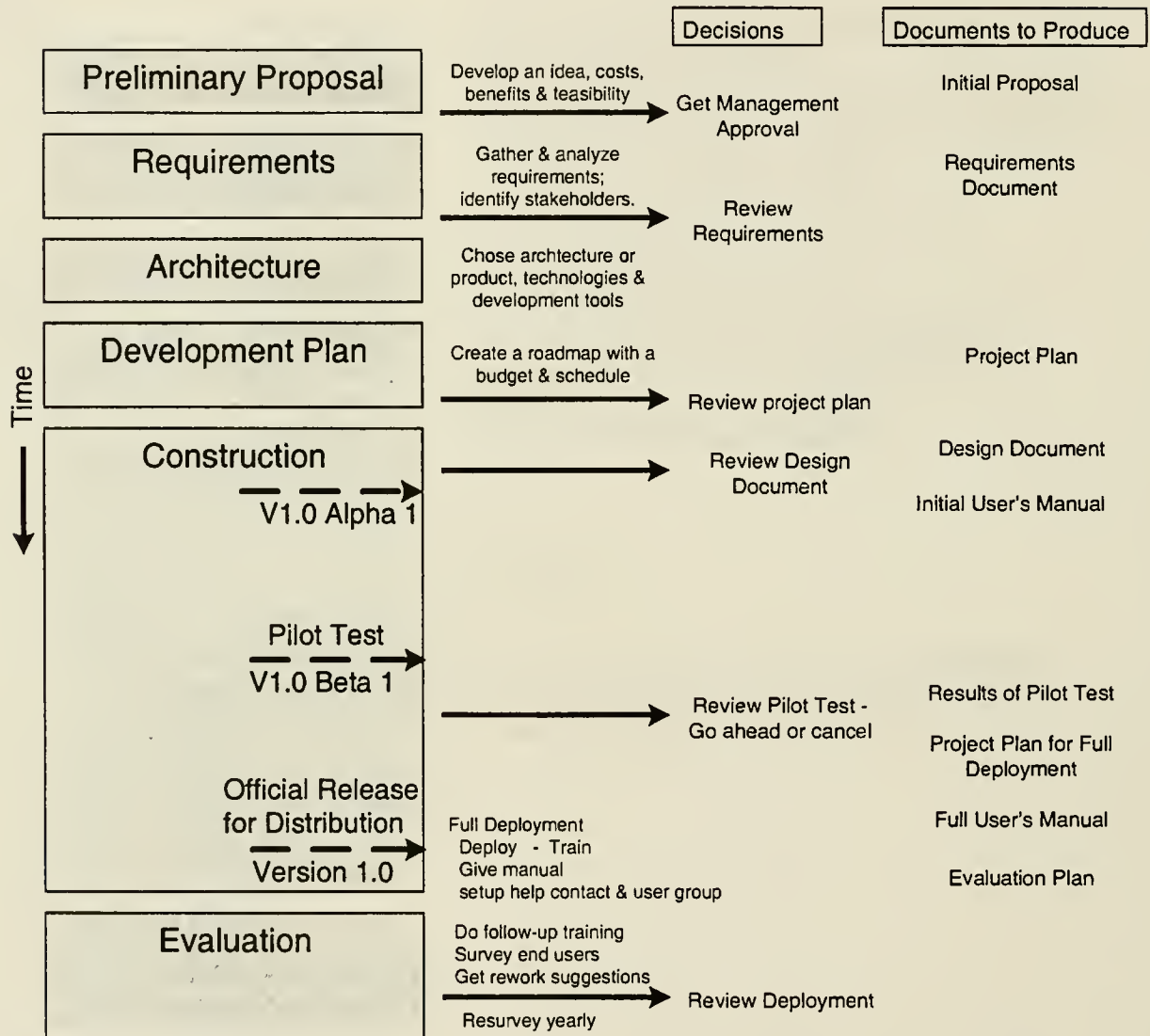
# 1. Implement New Technology Development Process

By Elaine Huseby

Employees should be encouraged to bring new ideas to their supervisor.

Typically, something new is created or adopted for use. It is put out in general use, people are trained initially; and that's it. People are assumed to be productively using their new technology or application.

## Process to develop new technology ideas:



## Get idea for solution to a problem, preliminary investigation

A preliminary discussion of the merits, costs, benefits, feasibility should be made with a written proposal if the idea is to proceed.

### **Sell idea to management**

An evaluation is then made to determine if the new idea is beyond the decision-making authority of the supervisor. If it is, then forward the proposal to the next level or appropriate decision-making authority.

### **Have approval for Beta (Pilot) Testing**

A pilot or trial project should be instituted.

A formal report (Project Plan) needs to be done, and it should include:

- Defined goals
- Objectives
- Time frames
- Evaluation process laid out.

Do Pilot Project. Write up results.

- Procedures for testing
- Conditions tested in
- Helpful hints to successful operations
- Conclusions on the usefulness of the technology being piloted.

Evaluate Pilot Project

Present results to all stakeholders, future users for review and input. Go back to decision-making staff (supervisor, or FAC) for review of pilot project.

Test reports need to be delivered to FAC, who would make a recommendation to continue with the pilot, adopt the technology, or quit the trial and not use.

### **Cancel Project or Roll-out to all stakeholders**

If the project is deemed a success it should be passed on to the appropriate section/bureau for a wider trial or possibly instituted statewide. Further recommendations may include:

- The need for training
- Placement of technologies
- Numbers to be purchased.

If the project is deemed a failure, this information also needs to be passed on so others do not make the same mistake.

### **Full Deployment of Project**

- Deploy
- Train end users
- Provide help manual
- Provide a contact person the end user can go to for further help
- User groups should be set up to meet at intervals determined by the participants to share ideas and strategies as they learn and use the new system.

### **Evaluate Project**

- Follow-up training - Go out to the field and do follow-up training roughly 3-6 months after the initial rollout. Folks have had a chance to play with, and learn, the new application and are starting to try to produce serious product. Now, they need follow-up training.

- Survey the end users – roughly 3-6 months after the follow-up training.  
Survey the end users to:
  - See the effect of the new technology on people's job process
  - Is the training sufficient? Can you use the new system effectively and with comfort?
  - Did the technology accomplish its objectives? Maybe some reworking of the system is indicated, such as adding new features or modifying existing features.
- Re-survey yearly – People change; maybe a new person is on board and now needs training. Needs change. Have process changes occurred which now need to be reflected in the product?

QUESTION FOR COMMITTEE: Where does this reside and how should it be implemented?

**2a. Equipment Development**

By Joe Wulfekule, Curt Miller, and Jim Kilhof

Keep the equipment simple and functional; yet seek new ideas for the future.

Objective:

- Re-form the Equipment Working Team under FAC by formalizing it with a Charter and a Mission to meet annually (or semi-annually) to address equipment needs and the function of the "standard design." Appointments to this committee need to be by POSITION and not by NAME.

Increase Safety, Efficiency, and Effectiveness of the County Coop Program statewide.

Objective:

- Reduce the age of County Coop vehicles and more equitably allocate those vehicles.

**NOTE:** This item has also been discussed by the BIN ITEM GROUP. They may have developed several alternatives for implementation and funding.

**2b. Prevention**

By Doug Turman (with assistance from Pat Cross)

Develop a DNRC Fire and Aviation website containing current fire information (suppression and pre-suppression) as well as prevention information (fire danger levels, restrictions and closures, etc.)

**NOTE:** This item was rolled into GOAL #2f, Administrative Support.



Develop a level of GIS equipment and competency to enable mapping and data analysis that will allow prevention personnel to develop strategies based on the rapidly growing information base. This information/ability would also be a benefit to suppression and presuppression.

NOTE: This item was rolled into GOAL #2h, Suppression.

**2c. Communications**

By Eric Lasell, Sean Gallagher, and Chris Dargan

**"Of paramount importance is the safety of front line fire personnel and their ability to communicate and receive vital information during wild land fire incidents. We need to improve and upgrade our current communications capabilities to maintain safe operations during incidents."**

**(Electronic Maintenance Repair Facilities)**

Plan and develop adequate electronics maintenance repair shop, to support and maintain current & future radio equipment and systems.

**Objectives:**

1. Build or obtain adequate space to establish a functionally capable electronics repair shop. Completion date 01 January 2005.
2. Allocate adequate space and procure necessary equipment and furnishings for research and development projects, micro miniature repair station, radio programming station, electronic repair benches and a secure, environmentally controlled, storage area. Completion date 01 September 2005.
3. Upgrade present test equipment capable of supporting newer technologies and radio equipment. Completion date, ongoing, upgrade as required.

**Concerns:**

1. Present facility is inadequate resulting in numerous wasted man-hours and delays in work accomplishment. With only one small workbench, time is wasted in setting up and then dismantling for each required task. Additionally with facilities for only one technician to work at a time, projects that could be accomplished simultaneously by another technician are necessarily delayed.
2. With the advent of newer technologies and additional radios to service, the requirement for more sophisticated and designated workstations is essential.
3. Without these expanded facilities the department will have to utilize factory facilities and local repair shops in order to maintain a reliable communications system. This will result in increased repair costs and delays in work accomplishment.

### **(Effective use of Communications Systems)**

Develop sufficient training and policy guidance so that DNRC work force and cooperators make effective and efficient use of available voice communications systems.

#### **Objectives:**

1. Work with local and federal cooperators to develop Land Office specific communication operational plans to be utilized in wild land fire incidents. Completion by 1 June 2002 and reevaluated annually.
2. Train DNRC personnel and assist local cooperators in the proper use of DNRC's radio systems and the various federal communications systems during wild land fire incidents. Completion date, ongoing, update as systems/radios change.

#### **Concerns:**

1. With each National Forest and BLM developing and installing newer systems as time and money becomes available in different areas and without any specific time lines or completion dates set, establishing effective communication plans will be difficult.

### **(Narrowband Communications)**

Plan, develop and implement a reliable statewide narrowband capable analog system, providing coverage for all areas in our assigned fire protection boundaries, in support of wild land fire activities, trust land management programs, and administrative tasks.

#### **Objectives:**

1. Replace existing departmental mobile and portable radios with narrowband capable radios. Completion by 01 January 2005.
2. Upgrade or replace mountain top repeater sites with narrowband capable radios.
  - A. Relicense all departmental frequencies through the FCC for narrowband operation. Completion by 01 January 2010.

#### **External Concerns:**

1. Both the USFS and BLM have been mandated to go to narrowband operations by FY 2005. In Montana this federal migration to narrowband is already in progress, and some communications systems in forests and eastern lands will be narrow band in calendar year 2002. Additionally, the USFS has selected analog narrowband and BLM has selected digital narrowband. Present information indicates that BLM will be installing systems that will also allow wideband and narrowband analog communications, but the USFS is going strictly narrowband.
2. Most of our local cooperators, city/county, are wideband analog capable only and do not have the resources to migrate to narrowband.

### **(Radio Caches)**

*Develop, purchase and preposition radio caches at each of the 6 existing Land Offices and the Fire and Aviation Management Bureau.*

*Completion date 01 June 2003.*

#### **Objectives:**

1. Purchase 30 portable radios for CLO and SWLO radio kits.
2. Purchase 10 portable radios for FAMB radio kit.
3. Purchase 2 portable radios for SWLO portable repeater kit.
4. Design and build 3 tactical radio kits.
5. Design and build 1 portable repeater kit.

\*NOTE: Funding for upgrading the existing radio kits (NWLO, ELO, NELO, SLO) is currently being pursued by the Fire Suppression Section Supervisor and F&AM Bureau Chief.

#### **Concerns:**

1. Currently 4 of the 6 Land Offices and the Fire Bureau have radio caches of various forms. SWLO and CLO would require all new equipment to establish caches. However, the tactical radio kits located at ELO, NELO, and SLO require upgrading to "narrowband" capable technology. The NWLO has several small radio cache kits that have a mix of older technology and narrowband capable radios and would need upgrading to ensure complete narrowband capability. The Fire Bureau has a small radio kit that needs to be upgraded to narrowband-capable radios and increased in number.
2. The NWLO, ELO, CLO and FAMB currently have at least one portable fire line repeater each. The ELO repeater is used as part of a cache for the County Assist Team throughout the ELO, NELO and SLO. SWLO has no repeater.

Recommended cache contents: Each cache should consist of one tactical radio kit to include 15 cloneable, field programmable, narrowband-capable portable radios. Also spare batteries for 2 work shifts, radio carrying pouches, spare antennas, and a cloning cable.

Additional cache equipment: Additionally, each cache could contain one portable fire line repeater. The repeater would consist of 2 portable radios, a control module, replaceable batteries, one or two antennas, coax cables, and a container. One satellite telephone could be very useful especially in the NELO, ELO and SLO.

## **2d. Aviation**

By Ed Martin (with assistance from Chuck Brenton)

Seek support for an aggressive modernization plan.

Objective:

- Continue modernizing the fleet to improve reliability, restrain operation costs, and to update the aircraft to a more supportable configuration.

**NOTE:** We cannot support other proposals that add cost and complexity to our program without beneficial gains.

Retain use of 384M (Reclamation Helicopter) by Fire & Aviation programs.

**2e. Training**

By Barb Powell

We believe there is a serious lack of training within the DNRC Fire Program in the technology realm. We have many tools that are not being used to their full capability. We are utilizing only a portion of the products due to lack of training. We are losing a lot of valuable data and detail that would be very beneficial to our organization.

Provide timely training to comfortably use new or upgraded equipment and new employee training from the Bureau level to Land Offices, Dispatch Offices, Units and IA's. Everyone would learn to use the equipment and software to its fullest capability.

**Objectives:**

1. Based on Goal 4 survey results, craft a technology-training plan.
2. Use the results of the survey to determine different levels of competency and provide training in those areas.
3. Determine the technical processes required and skill levels needed for each job.
4. Establish user groups in various areas of the state to encourage sharing of information, perhaps on a quarterly basis. These groups could be divided into different areas such as: radio use, web access for fire information, ISuite, GIS, etc.

Concerns:

- Managers at all levels should recognize the need to provide additional training if necessary that cannot be provided by DNRC staff and allocate enough resources.



## **2f. Administrative Support**

By Elaine Huseby and Duane Erickson

**I have noticed that overhead teams cannot function without phones, FAX, computers, photocopiers, a reliable power source and the Internet. None of these things put out the fire, but they are necessary for all of the communications and reports it takes to manage a fire. – Bob Dillon**

Put an interactive DNRC web server online to provide access to databases, maps, and forms.

Objectives:

1. Pick a pilot database. Survey folks, compile & prioritize a list of projects. 1/5/02
2. An interactive web server will be priced, planned, and purchased for 04-05 biennium budget. Planning will be done at DNRC DP meetings 1/9/02 - 4/02 to write a budget mod.
3. Purchase interactive web server and software. 7/03
4. Put first Fire and Aviation Project online by 7/1/04.

Concerns:

1. If we do not change the present system of local LAN-based databases with limited access to providing interactive web-based services and databases, our ability to technologically operate will be inefficient, more people intensive, slow, and more expensive. We must do it soon.
2. We want sufficient access and ownership of the web server to create and maintain our own sections of the server. We envision a “distributed” approach where Centralized Services manages the web server, but each division that wants interactive databases online “writes” their interactive WebPages for their divisions. Cost of the server should be split between participating divisions. We want to pay for and own part of the server.

### **Potential Web-based Programs for the Future**

1. **Online processing of Fire Permits** - fill in online and check for previous permit violations.
2. **Online conference registration** - Fire and Aviation hosts quite a few conferences.
3. **Title II & Title IV VFA/RFA grants** - program to distribute federal monies to rural and volunteer fire departments. Prepare forms for grants online and put the form results in a database automatically.
4. **Maps** - Provide GIS maps to Internet users who do not have ArcView, like the public, and F&AM field personnel to aid in fire fighting.
5. **Searchable databases:**
  - a. Map shape files
  - b. Fire Picture Gallery
  - c. Nursery - trees and shrubs.

6. **Process forms** - any querying of the public and applications for any grants we may be distributing which can then be put in databases.
7. **Fire Reports Online (F1000 & F300)** - Field personnel can enter fire reports directly online. The fire reports data (1981-2001) would be available online to the land office fire managers or for GIS.
8. **Assessments data** would be available for GIS to the public. Also, delivery of assessments data to counties and DOR could be online.
9. **Incident Qualification System (red card) online**
10. **Hazard Reduction System (HRA) online**

2g. **Dispatch**

By Ray Nelson & Sean Gallagher

**Resource Tracking by Sean Gallagher**

NOTE: No support for addressing Resource Tracking issues at this time.

**Dispatch Issues by Ray Nelson**

Develop compatible systems with cooperators (through NRCG) and maintain a single qualification tracking system.

Objectives:

1. From a dispatch and coordination perspective it is necessary to establish common training, qualifications, finance, and operating procedures. This is accomplished via various means; Interagency Mobilization Guides, Interagency Business Management, Interagency Working Teams established by the Northern Rockies Coordinating Group, and others.
2. There is an ongoing need to establish and maintain common procedures, where feasible, to keep the complexity of the mobilization process within reasonable bounds.
3. From a dispatch/coordination perspective two applications are essential:
  - o Fire Qualifications – A standard redcard system
  - o Resource Orders – A standard automated resource order system - ROSS

Concern:

- Dispatch/Coordination and related logistics support remains a time consuming and difficult task. This is due in part to the nature of the business, with large-scale mobilizations occurring in a very short time. Complexity increases with the need to accommodate the various policies, procedures, plans, and operating requirements of different agencies, local governments, and private contractors.

2h. **Suppression**

By John Pilsworth, Norm Fortunate, and Bob Dillon

Develop communications, information exchange, and working relationships between Trust Lands Management Division and the Forestry Division in matters of technology, specifically GIS/GPS.

Objectives:

1. Form a TECHNOLOGY USER GROUP involving Trust Lands and Forestry Divisions to share information on how to implement new and current technology more efficiently.
2. Coordinate technology training where beneficial to both Divisions.
3. Develop a mailing list so that breaking technology advances can be readily disseminated.

Concerns:

- Question on whether or not this should be a WORKING group as opposed to a USER group. With a WORKING group, you would need another committee to report to. Which one??

3. **Effect of other agency's use of technology.**

*"Integrate the best, and mitigate the rest"!*

4. **Examining technology use and how it impacts people.**

By Ray Nelson, Elaine Huseby, and Duane Erickson

This goal will consist of two surveys, one done by Elaine Huseby and Duane Erickson to determine what software packages are being used, by whom, and for what purposes. The second survey is being developed by Ray Nelson and will be handed out at the first session of the December Fire Odyssey meeting, with preliminary results to be announced at the Wednesday session for the Technology Group. This survey will expand the knowledge of what kinds of technologies are being used, and by whom. It will address computers, GIS/GPS, radios, etcetera.

**Software Survey by Duane Erickson and Elaine Huseby**

We will publish the software survey results by January 1 to be used by the Strategic Planning Committee. The results will also be useful as the DNRC Data Processing Committee rewrites the department technology plan for the next biennium.

We have to find out what software we have, what people are using and how that software or that application helps (or hinders) their job. Then recommendations can be made to use software more effectively in the bureau to do our jobs.

Find out what software and versions and databases people are using. Find out what training or software upgrades they need. Is the application adequately doing the job for which you use it?



- Gather enough information to craft a good technology-training program.
- Encourage standardizing software use across Bureau. Encourage new development in new programs (no more Approach databases please!)
- Help to transition from paper to electronic work processes and eliminate extraneous work.

Questions to be answered:

- Ask all administrative folks what software they use to accomplish what task and versions.
- Determine what databases, canned programs and what word processor they are using. This is a question of particular concern.
- What training do they need?
- What software upgrades or hardware upgrades do they need?

**Survey Questions:** The survey is being conducted by verbally questioning folks.

Section you work in?

What is your job title?

What is your name?

Iterate for each job process you use the already built application or database for:

- Process or Problem the software is solving
- Software & version being used
- Who created it?
- Who uses it and the scope of use?
- Does it do the job?
- Is (was) training sufficient?
- What do you want the process to accomplish?

What word processor & version do you use?

Do you use Excel or other spreadsheet? How?

## **BIN ITEMS RECOMMENDATIONS**

The following bin items have been either moved into the appropriate section of the goal statements or dropped. (See Appendices Part Two – Dropped Items)

This final report will summarize each of the issues discussed and will provide a recommendation for each. Following each individual recommendation there will be a listing of ideas and discussion points that accompanied that issue. Lastly, there will be a short list of issues submitted to the bin late in the process that did not get discussed.

### **1. Replacement of County Co-op equipment**

This issue concerns the fact that we have not done an adequate job of replacing equipment on loan to counties in a timely fashion. Over 350 vehicles are on loan and approximately 15 are replaced each year. The advanced age of this fleet is an important safety concern. Other concerns are the high maintenance costs and reliability of the equipment.

#### **Recommendation**

F&AM should continue to assist counties with equipment needs. The Strategic Planning Team must evaluate the many ideas that surfaced during Fire Odyssey 2001 and chart a course of action to improve the replacement schedule. We cannot continue the present mode of operation. If significant improvements are not made in the very near future we must drastically reduce our commitment to provide equipment to counties. Safety of our county cooperators is our utmost concern.

Ideas and discussion points:

- The cost effectiveness of county protection is probably the best argument for continuing to provide equipment. Safety concerns are the strongest argument for improving the equipment program.
- Use Kurth Report to justify a budget increase for equipment development. The report recommends that the increased budget be used to shorten the life cycle of direct protection engines to seven years and move these to the counties at that time. Also, move away from developing federal excess property in favor of purchasing new vehicles for the counties. Use standardization to increase productivity and cut costs. Add a mechanic at both NELO and ELO.
- Get one-time budget mod to start off; then use a 1-cent/acre assessment of county protection to continue replacing engines.
- Work with federal fire agencies to get first chance at their used fire vehicles. Possibly use the six-party agreement to facilitate this.
- Use federal grants (NFP and VFA/RFA) to accomplish this. Possibly require all VFA/RFA dollars be spent on state-loaned vehicles.
- Work with Property and Supply Bureau, or directly with other state agencies, to establish a system where DNRC can obtain surplus state property at little or no cost. Either direct agency-to-agency transfer, or at the minimum cost to cover Property and Supply expenses. Or, allow

DNRC to build a line of credit on the sale of our surplus vehicles that would be used to purchase other state vehicles. Argue that emergency vehicle needs should be treated differently. Get DES support.

- Goal – include current technology radios as standard complement on loaned vehicles.
- Increase the cap on Zook dollars.
- Create a new special revenue-account to fund equipment development. Maybe an assessment on county-protected acres, vehicle license fee, or cigarette fee.
- Locate another EDC on the east side. Perhaps share the facility with the Dakotas/Wyoming or DOT. State-to-state cooperation is possible and is needed to better manage FEPP.
- Do more development work at the Land Offices or contract it out to prison, vo-tech, or private vendors.
- Collaborate with federal engine development in Missoula.
- Lobby at federal level for FEPP. Increase screening efforts.
- Allow counties to develop equipment themselves. However, we must maintain quality control and standardization.
- Train counties to do a better job of service and maintenance.
- Supply only slip on units to counties.
- Re-evaluate individual County Fire Management Plans to reduce the number of vehicles on loan. Perhaps some counties would forgo equipment in favor of something else.
- Restrict EDC to only county co-op work. Direct-protection engines would be developed by mechanics at NWLO, SWLO and CLO. Maintain standardization between the two, however.
- Do not loan equipment; rather send equipment when a county has a fire beyond their capabilities.
- Do not loan equipment. Give existing equipment to the counties and then pay them for suppression. Dollars currently spent on equipment would be redirected to paying for suppression.
- Do not loan equipment. Give that money to counties to do their own equipment development. Reallocate FTE back into the fire program as a whole.
- Look at contracting eastside protection to federal or private entities. Look at the economics of buying new vehicles vs. contracting with others.

## 2. Safety – Where are we/how are we doing?

This was introduced as a general topic and we tried to get input during the small groups on any issues that folks had.

### **Recommendation**

F&AM needs to take action to establish a process that does a good job of tracking information on accidents, injuries, incidents and near misses. Most importantly, this information needs to be disseminated to employees in a timely manner.

Ideas and discussion points:

- The above process should protect anonymity, be broad based (not just suppression), consider utilizing a web-based system, and have one person in charge. County cooperators should be included.
- Funnel above info through Bill Miller. Dan Bushnell sends it out to everybody. Post cards could be used for reporting near misses.
- DNRC should be part of the Safenet program. Link our homepage to Safenet.
- Need a comprehensive yearly statistical report.
- Need to track accidents, etc., of other agency folks working on our fires, not just our own employees.
- To provide a safer environment for our own employees at the field level, we should provide financial and work time support for EMT training. First aid and CPR are good, but we should provide ourselves with some more highly trained folks.
- Wildland fire safety issues are normally addressed on an interagency basis. Consider the need for internal safety initiatives to address our own fires or our way of operating.
- Need a full-time equipment safety inspector--not just a mechanic but an inspector that does both direct and county co-op.
- Not sure that a three-person engine squad would be safer than a two-person.
- Local and department safety committees need to become more active.
- Consolidate fire safety policies found in numerous documents into one safety manual.
- Assist employees with the purchase of safety glasses.

**3. Do items that weren't completed from the last Strategic Plan need to be revisited?**

This issue was brought up by some who felt there was still work to do on some issues, specifically (1) a policy on appropriate suppression response and (2) removing ourselves from protecting lands within Class I and II cities.

**Recommendation**

Chief Murphy needs to provide a report on why items were not completed or why they should not be pursued further. The Chief should insure that items that are still valid are passed on to the new Strategic Planning Team. (Note that Chief Murphy did give an oral report on this at the end of the Fire Odyssey 2001 meeting.)

Ideas and discussion points:

- Prioritize items that need further work.
- Withdrawing protection from cities needs to be revisited and accomplished.



- Need to address appropriate suppression response. This has not gone away! Need the option and authority not to go to a full suppression mode, which may be more cost effective.

**4. Do we have a problem in regards to our liability on County Co-op vehicles?**

This issue came up as a result of a couple of recent vehicle accidents.

**Recommendation**

The F&AM Rural Fire Coordinator should provide field offices and counties with information on Tort Claims concerns and suggested language to be added to the equipment loan agreements. The Rural Fire Coordinator should solicit input before taking action.

Ideas and discussion points:

- There is a concern that requiring counties to carry insurance is not warranted or necessary.
- We should meet Tort Claims recommendations.
- Ensure that co-op personnel have workers comp coverage.
- Require driver's training for cooperators.

**5. Should we pursue development of a helicopter rappelling program?**

This was brought up in the interest of expanding our capabilities and improving the service we provide.

**Recommendation**

The Aviation Working Team should revisit their previous study of this proposal and assure that the decision not to pursue is still valid. The Working Team should consider any opportunities for interagency cooperation in such a program.

Ideas and discussion points:

- Training costs should be considered. Only train rappel crew.
- Need to assess the need – cost vs. benefit. Analyze when looking at MEL.
- Should be fully funded for entire season, 5/1 to 9/30.
- Cannot maintain present helicopter program.
- Pilot retention is an issue.
- Work with landowners to locate more helispots.

**6. Is the F-1000 Incident Report needed?**

The concern here was that we are duplicating effort and that other fire forms such as the F-1001 already contain the information needed for a fire report.

**Recommendation**

The Unit Fire Supervisors Working Team should be tasked with reviewing the F-1000 and the other complementary fire forms to find ways of streamlining the fire report process while retaining important statistical information.

Ideas and discussion points:

- Fire report needs to be updated.

- Form and database should be accessible by Web.
- Make one report – combine F1000/F1001 and others.

**7. Should we (and how best can we) use the recommendations of the National Association of State Foresters July 1, 2000, Report “Cost Containment on Large Fires”?**

This issue was brought to the bin a little late for adequate review and consideration by all Fire Odyssey 2001 participants. Our group reviewed the report and we make the following recommendation.

**Recommendation**

The Strategic Planning Team should use this report as a guide throughout their planning process. The report outlines an excellent common sense approach to reducing suppression costs and we should apply its recommendations when developing our next Strategic Plan. This report should also get wide distribution to the field.

**8. Some other issues were put in the bin late in the process and were not discussed by the participants:**

- The Strategic Planning Team should use the MEPA process. Start it now as the Fire Odyssey 2001 meeting would be the scoping level. The process is already defined; it will flush out the priorities; it will develop a full range of solutions; and it will have a good record of decision and will be referable to at a later date.
- Formalize and garner support from the Department Leadership Team for efforts to better educate the Governor’s Office and Legislature about our business, successes, and needs.
- We need to establish FTE authority to accomplish prescribed fire and slash burning in cooperation with Trust Lands and private landowners, from SSR funds, to help reduce fuels in the WUI.

Submitted by Bin Items Group (Terry Vaughn, Larry Bush, Lee Hahnkamp).





# **SECTION IV**

## **IMPLEMENTATION PLAN**

W. H. C. 1884

W. H. C. 1884

Goal Implementation Planning Schedule										
Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010	
<b>All Risk Goals:</b>										
<b>Short Term Goal # 1</b>										
Clearly define through agency policy and procedures DNRC's support role as defined in the DES' State Emergency Operations Plan (EOP) current edition. <b>June 30, 2005</b>	Fire and Aviation Management Bureau (F&AM)		X							
<b>Short Term Goal # 2</b>										
Define DNRC F&AM personnel policy and procedures when an employee encounters a non-wildland fire incident at the operational or tactical level. <b>June 30, 2005</b>	F&AM, Legal Staff and Personnel Officer		X							
<b>Short Term Goal # 3</b>										
Disseminate the DES' EOP, which includes DNRC's roles and responsibilities for fire. <b>December 31, 2003</b>	F&AM Bureau	X								
<b>Short Term Goal # 4</b>										
DNRC All Risk policy and procedures need to be clearly spelled out in new employees orientation package. <b>December 31, 2003</b>	CSD through CSD Training Officer	X								

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Funding and Staffing :</b>									
<b>Short Term Goal # 1</b>									
Develop a Legislative Proposal to increase the upper limit of assessment fees. <b>HB 173, 2003 Legislative Session</b>	F&AM Bureau	X							
<b>Short Term Goal # 2</b>									
DNRC proposes a suppression account to pay for suppression costs. <b>Feb 2004</b>	F&AM Bureau	X							
<b>Short Term Goal # 3</b>									
Each Land Office and the Fire Bureau conduct an analysis of the efficiency of the current funding of the direct protection fire program. <b>December 31, 2005</b>	F&AM Bureau and each Land Office		X						
<b>Long Term Goal # 4</b>									
Conduct an analysis of the State/County Cooperative Fire Management Program (County Co-op) portion of the DNRC Fire Program. <b>December 31, 2005</b>	Each Land Office with direction from F&AM Bureau		X						

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Short Term Goal # 5</b> Exempt fire funded positions from the 4% required vacancy savings. <b>February 2004</b>	Personnel Issues Working Group & CSD Admin. to forward to Budget Office	X							
<b>Long Term Goal # 6</b> Review the existing Montana Codes Annotated (MCAs) related to fire. Develop proposed changes to MCA with the goal of a clear coherent fire code. <b>June, 2004</b>	F&AM Bureau Chief	X							
<b>Long Term Goal # 7</b> Research and develop an assessment structure based on values protected and / or costs of suppression. <b>February 22, 2004</b>	F&AM Bureau Chief & Fire Advisory Committee (FAC)	X							
<b>Short Term Goal # 8</b> Conduct a review of DNRC Fire Report forms. <b>June 30, 2003</b>	Unit Fire Supervisors and F&AM Statistician	X							



Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Long Term Goal # 9</b> Determine the level of funding and staffing that is required to effectively meet the F&AM program's entire mission. <b>October 31, 2004</b>	F&AM Bureau assisted by field units								
<b>Long Term Goal # 10</b> Implement and review procedure whereby updates to this type of analysis (MEL) are done periodically. <b>After completion of MEL analysis.</b>	F&AM Bureau assisted by the field units								
<b>Short Term Goal # 11</b> Establish a full-time F&AM Bureau position in fire finance prior to the biennial establishment of base funding. <b>-Completed-</b>	F&AM Bureau Chief working with Personnel Office								
<b>Short Term Goal #12</b> Document training received by and track qualifications used for private contractors. <b>NRCG Spring Meeting 2003</b>	F&AM Bureau and NRCG								

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Short Term Goal # 13</b> Develop Executive Planning Process (EPP) Budget Modification to increase funding for the DNRC Prevention Program. February 2004	F&AM Bureau, Prevention	X							
<b>Short Term Goal # 14</b> Continue to use the recommendations of the National Association of State Foresters (NASF) July 1 2000, report "Cost Containment of Large Fires" and National Association of Public Administrators (NAPA Report within the DNRC Fire Program. June 30, 2003	Forestry Division Supervisor	X							
<b>Long Term Goal # 15</b> Establish a plan, to include Full Time Equivalent (FTE) authority, to accomplish prescribed fire and slash burning in cooperation with Trust Lands Division and private landowners, from State Special Revenue (SSR) funds to help reduce fuels in the WUI. February 2004.	Service Forestry Bureau, DNRC National Fire Plan Coordinator, Forest Improvement Section Supervisor and Prevention Working Team	X							

Goal		2003	2004	2005	2006	2007	2008	2009	2010
<b>Interagency Relations:</b>									
<b>Short Term Goal # 1</b>									
The Forestry Division will develop, and maintain, a statewide contact list of interested stakeholders. <b>June 30, 2003</b>		X							
<b>Short Term Goal # 2</b>									
Provide comprehensive direction for each Land Office for the acquisition, distribution, and application of federal funds available through the National Fire Plan. <b>December 31, 2003</b>		X							
<b>Long Term Goal # 3</b>									
Maintain a viable State/County Cooperative Fire Management Program throughout Montana. <b>June 30, 2006</b>			X						

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Short Term Goal # 4</b> Establish guidelines that allow payment to local governments for actions, that are requested by DNRC, within local jurisdictions. Limited to DNRC direct protection areas. <b>December 31, 2004</b>	Suppression Section and FAC	X							
<b>Short Term Goal # 5</b> Explore the option of hiring/contracting local govt. Resources through the County. <b>December 31, 2004</b>	FAC-Business Working Team	X							
<b>Short Term Goal # 6</b> Develop a plan for DNRC's future involvement in the Northern Rockies Training Center (NRTC). <b>June 30, 2005</b>	FAC- Training Working Team	X							
<b>Short Term Goal # 7</b> Locate a trainer on the east side of the state to meet the need for training in the county co-op program. <b>--Completed--</b>	F&AM Bureau, Training & Prevention Section								

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Long Term Goal # 8</b> Give line officers the flexibility to order incident management teams (IMTs) in a short team configuration, where warranted. <b>March NRCG Meeting 2003</b>	DNRC's representative to NRCG Board of Directors	X							
<b>Short Term Goal # 9</b> Encourage line officers and incident management teams to fill a "county" Liaison Officer position when assigned to multi-jurisdictional incidents in Montana. <b>June 30, 2003</b>	F&AM Bureau Chief and Northern Rockies IMT Coordinator	X							
<b>Long Term Goal # 10</b> Analyze the steps necessary to co-locate wildland fire dispatch centers with 911 dispatch centers in Helena, Missoula, and Kalispell. <b>June 30, 2005</b>	FAC commission Ad Hoc Committee		X						
<b>Long Term Goal # 11</b> Establish a common communications system in each dispatch center. <b>June 30, 2005</b>	Com working team of FAC		X						

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Short Term Goal # 12</b> Develop Type III IMT capability at all NRCG geographic zones. Use Federal, State and local government people as appropriate. June 30, 2004	F&AM Bureau, Area Fire Program Managers	X							
<b>Personnel Issues</b>									
<b>Long Term Goal # 1</b> Provide a mechanism whereby employees of the Trust Land Mgmt. and Forestry Divisions may forward personnel issues.  --Completed--	Personnel Issues Working Team (PIWT)								
<b>Long Term Goal # 2</b> Provide education for employees on policies, standards, guidelines and regulations. Started in the Spring of 2002 and ongoing	PIWT ↑	X							↑
<b>Long Term Goal # 3</b> Develop a method whereby we can provide hazard pay for state employees engaged in fire suppression efforts. December 31, 2006	PIWT		X						



Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Long Term Goal # 4</b> Provide Administrative Leave to DNRC employees after 14-day fire assignments or continuation of work on home unit. <b>February 2003</b>	PIWT	x							
<b>Long Term Goal # 5</b> Change per-diem policy to adequately compensate DNRC employees for out-of-state travel. <b>Start in 2003 and on-going until resolved.</b>	PIWT	↑ X			↑				
<b>Short Term Goal # 6</b> Make off-unit assignments available to unfunded seasonal employees to provide opportunities for training and experience. <b>Start in 2003 and on-going until resolved.</b>	PIWT and DNRC Personnel Officer	↑ X			↑				
<b>Long Term Goal # 7</b> Discontinue the policy of overtime hours counting toward seasonal employees 960-hour maximum employment and application to Public Employees Retirement System (PERS); and making PERS participation optional. <b>Start in 2003 and ongoing until resolution.</b>	PIWT	↑ X			↑				

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Long Term Goal # 8</b> Develop more options for the benefit entitlement of seasonal employees. Start in February of 2003 and on-going until accomplished.	PIWT	X				↑			
<b>Short Term Goal # 9</b> Provide incentive awards for all DNRC employees. Start February of 2003 and continue to resolution.	PIWT	X				↑			
<b>Short Term Goal # 10</b> Establish a process to track and disseminate information on accidents, injuries, and near misses. December 31, 2003	DNRC Safety Committee	X							
<b>Public/Stakeholder Expectations</b>									
<b>Long Term Goal # 1</b> Improve and increase public understanding, education and appreciation of DNRC's Fire and Aviation activities. June 30, 2003 and on-going	F&AM Bureau Chief with training, Prevention Sections and DNRC PIO	X					↑		

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Short Term Goal # 2</b> Develop and implement a Public Communications Plan to ensure interested parties are informed and understand the DNRC Fire Program and have input into it. <b>Establish June 30, 2004</b>	<b>Public Information Working Group</b>		<u>X</u>						
<b>Short Term Goal # 3</b> Provide Land Office and Unit media relations training for those employees who have delegated program responsibility and will be in contact with media representatives. <b>December 31, 2004</b>	<b>DNRC's PIO</b>	X							
<b>Short Term Goal # 4</b> To distinguish DNRC employees, they should have a visible identity created by a distinctive uniform. <b>December 31, 2004</b>	<b>F&amp;AM Bureau Chief</b>	X							

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Technology Goals</b>									
<b>Long Term Goal # 1</b>  Determine and assess the mission of existing Technology Working Groups within the DNRC. Ensure that a Technology Working Team consisting of Central Services, Information Technology Bureau, Trust Lands and Forestry Division exists. FAC will be represented on this Team. <b>June 30, 2006</b>	Forestry and Trust Lands Division Administrators		X						
<b>Short Term Goal # 2</b>  Assure the charter governing the Technology Working Team addresses the functions of equipment development, fire prevention, communications, aviation, training, administrative support, dispatch, logistics, and suppression as received from FAC representative. <b>December 31, 2006</b>	Forestry Division Administrator		X						
<b>Short Term Goal # 3</b>  As new equipment, software and systems are put in place, develop a training plan that assures users are adequately trained within 12 months of installation. <b>June 30, 2003 and ongoing</b>	F&AM Bureau, DNRC Training Officer, Information Technology Bureau, and Field Offices	X					↑		

Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Short Term Goal # 4</b> Evaluate the need for a helicopter rappel program. <b>June 30, 2005</b>	Aviation Working Team	X							
<b>Short Term Goal # 5</b> Present Technology Group Report 12.12/01-p-3 goal 6 (Fire Odyssey 2001 Recommendations) to the Technology Working Team. <b>December 31, 2006</b>	F&AM Bureau	X							
<b>Short Term Goal # 6</b> Establish a FAC Equipment Working Team. <b>December 31, 2003</b>	FAC and Supervisor, Equipment Development and Support	X							
<b>Short Term Goal # 7</b> Include specific information regarding the DNRC Fire Program on the DNRC Fire and Aviation Webpage. <b>June 30, 2004</b>	F&AM Bureau Webmaster	X							
<b>Short Term Goal # 8</b> Analyze the feasibility of purchase, installation and user training for an interactive web server. <b>December 31, 2003</b>	Technology Working Group	X							



Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Long Term Goal # 9</b> Plan and develop an adequate electronics maintenance repair shop. <b>December 31, 2005</b>	Communications Working Team and Fiscal and Grounds Bureau Chief		X						
<b>Long Term Goal # 10</b> Combine the advantages of location, existing equipment, and planned future equipment to result in one efficient communications system that will benefit each agency within the emergency response network using Homeland Security Funding Sources. <b>December 31, 2008</b>	F&AM Bureau Communications Engineer			X					
<b>Short Term Goal # 11</b> Develop, purchase and pre-position adequate radio caches at each Land Office and the F&AM Bureau. <b>December 31, 2006</b>	F&AM Bureau Communications Working Team		X						
<b>Short Term Goal # 12</b> Develop a ten (10) year Aircraft Fleet Plan. <b>June 30, 2004</b>	Aviation Section Supervisor	X							



Goal	Resp.	2003	2004	2005	2006	2007	2008	2009	2010
<b>Short Term Goal # 13</b> Coordinate the Federal Incident Qualifications and Certification System (IQCS) qualification system with the existing NASF Incident Qualification System (IQS). <b>Start in June of 2003 and on-going</b>	State Forester through NWCG		X						
<b>Short Term Goal # 14</b> Develop and implement a comprehensive and timely training program for all DNRC employees and appropriate contractors designed to capture the range of current technology. <b>December 31, 2003 and on going</b>	Division Administrators, F&AM Bureau Training Section, DNRC Training Officer, and Technology Working Team	X							

## ALL RISK

**Strategic Goal:** Maintain wildland fire management as DNRC's role, limiting involvement in non-wildland fire incidents as outlined in the State of Montana's *Emergency Operation Plan (EOP)*

**Emphasize that DNRC's role in all-risk incidents is not to replace local government roles and responsibilities, but to support, coach and assist. DNRC is not the lead agency!**

ALL RISK				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short Term Goal # 1  Clearly define through agency policy and procedures DNRC's support role as defined in the DES' State Emergency Operation Plan (EOP): current edition.	Develop an insert to be placed in the 900 Manual and Unit Orientation Manuals. This insert should provide clear direction, including examples, on DNRC's role in All Risk Incidents.	Provide employees with greater clarification of DNRC's role in All Risk incidents.	Fire & Aviation Management Bureau. (F&AM Bureau)	June 30, 2005.
Short Term Goal # 2  Define DNRC F&AM personnel policy and procedures when an employee encounters a non-wildland fire incident at the operational or tactical level.	Clarify existing policy, laws and regulations as they apply to encountering vs. responding to incidents other than wildfire. As developed, this clarification should be placed in the 900 Manual.  Example: A DNRC engine crew, while on patrol comes upon a vehicle accident with injuries; the crew contains a qualified first responder. Do we offer aid and are we outside DNRC's Mission?	To provide clarification as to what types of incidents DNRC employees should respond to, and how to deal with non-fire incidents.	F&AM Bureau, Legal Staff, and Personnel Officer.	June 30, 2005.

ALL RISK				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short Term Goal # 3 Disseminate the Disaster and Emergency Services (DES)' Emergency Operating Plan (EOP), which includes DNRC's roles and responsibilities for fire.	Disseminate this document to the Unit level.	To get appropriate information to the field offices in order to clarify roles and responsibilities.	F&AM Bureau	December 31, 2003
Short Term Goal # 4 DNRC All Risk policy and procedures need to be clearly spelled out in new employees orientation package.	Update orientation materials to include direction as it applies to non-fire incidents.	Keep all employees current	Central Services Division (CSD) through CSD Training Officer.	December 31, 2003 Update as necessary.

## FUNDING AND STAFFING

### Strategic goals:

1. Develop a comprehensive plan to address legislative issues concerning fire program funding, assessments and fire laws.
2. Design and implement a process, which will determine our current MEL (Most Efficient Level) and propose strategies for reaching MEL (financial analysis).
3. Implement an updated NFMAS (National Fire Management Analysis System) of the current F&AM program (direct protection and county co-op) to develop a potential future condition (strategic analysis).
4. Determine a vision of the future County Co-op program, this vision will embrace the entire County Co-op program.

FUNDING AND STAFFING			
GOAL STATEMENT	WHAT	WHY	WHO
Short Term Goal # 1  Develop a Legislative Proposal to increase the upper limit of assessment fees.	Change the present Forest Fire Assessment fee caps.	In order to comply with current laws.	F&AM Bureau  2003 Legislative Session (HB 173)

FUNDING AND STAFFING				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Short Term Goal # 2</p> <p>DNRC propose a suppression account to pay for suppression costs.</p>	<p>This may be a Trust Fund with interest used to pay for suppression costs. Recommended options should include a trust fund with interest used to pay the annual bills, or a split funding scheme with some dollars going towards building a trust and the rest going to pay the annual bills.</p> <p>Some options for funding:</p> <ul style="list-style-type: none"> <li>• Recreation fee assessed on licenses.</li> <li>• A fee per MBF timber harvested.</li> <li>• A State-wide fire lottery.</li> <li>• Assess State Trust Lands for protection.</li> <li>• A fee on all licenses and leases on State Trust Lands.</li> <li>• A portion of existing Resort tax, and or Bed tax.</li> <li>• Establish a bond-funded account. Explore issuing catastrophe bonds to cover suppression costs in exceptional years.</li> <li>• Use payments from billable fires to support the fund.</li> <li>• Assess NFZ lands.</li> <li>• Assess power and railroad ROW.</li> <li>• A \$1.00 license plate fee.</li> <li>• Fund from General State Fund.</li> </ul>	<p>To broaden the revenue base for fire suppression costs.</p>	<p>F&amp;AM Bureau</p>	<p>Complete by February 2004 in order to present at the 2005 Legislative Session.</p>



FUNDING AND STAFFING				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short Term, Goal # 3  Each Land Office and the Fire Bureau conduct an analysis of the efficiency of the current funding of the direct protection fire program.	<p>The analysis should look at all the pieces of the direct protection fire program.</p> <ul style="list-style-type: none"> <li>• Determine what portion of the fire funded workforce does not work the entire legal fire season</li> <li>• What portion of the fire funded workforce is working in other programs?</li> <li>• Are we placing our dollars in those units where workload and staffing indicate need based on workload?</li> </ul>	This needs to be done in order to balance funding and workload.	F&AM Bureau responsible for developing guidelines, each Land Office responsible for conducting the analysis.	December 31, 2005
Long Term, Goal # 4  Conduct an analysis of the State/County Cooperative Fire Management Program (County Co-op) portion of the DNRC Fire Program.	<p>There are several areas to analyze:</p> <ul style="list-style-type: none"> <li>• Work toward eliminating protection overlap areas by assigning some direct protection to counties and providing funding for them to accomplish the job.</li> <li>• Re-examine the ways we help and support county fire organizations.</li> <li>• Recognize differences between the counties needs and develop County Co-op programs to meet those needs.</li> <li>• Need to upgrade County Co-op equipment on a more realistic schedule.</li> </ul>	The program review would measure today's workload and identify system short falls.	Analysis would be done by each Land Office with direction from F&AM Bureau.	December 31, 2005



FUNDING AND STAFFING				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
	<ul style="list-style-type: none"> <li>Determine the workload of fires suppressed by county forces and determine the value of that work.</li> </ul>			
Short Term Goal #5  Exempt fire funded positions from the 4% required vacancy savings.	Change the fiscal policy requiring vacancy savings in light of the emergency nature of our work.	This change would help provide stability in the State fire organization. This is important in light of recent past fire seasons.	Personnel Issues Working Team. CSD Administrator to carry forward to the Budget Office.	Complete by February 2004 for the 2005 Legislative Session.
Long Term Goal #6  Review the existing Montana Codes Annotated (MCA) related to fire. Develop proposed changes to MCA with the goal of a clear coherent fire code.	Work towards establishing a Joint Interim Legislative Committee tasked with reviewing existing fire codes. <ul style="list-style-type: none"> <li>Work with the Montana Fire Alliance to adopt a resolution requesting the formation of a legislative committee to review the current fire codes.</li> <li>Work with Northern Rockies Coordinating Group (NRCG) to generate support for a review of the current fire codes.</li> </ul>	To update and clarify the State Fire Code.	F&AM Bureau Chief through the Fire Advisory Committee (FAC) to appoint team.	Complete by February 2004 for the 2005 Legislative Session.

FUNDING AND STAFFING				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Long Term Goal #7</p> <p>Research and develop an assessment structure based on values protected and/or costs of suppression.</p>	<p>The new proposed assessment system should include:</p> <ul style="list-style-type: none"> <li>• Better/updated legal definitions (i.e. Wildland Urban Interface (WUI), forestland etc.) and classifications of current system.</li> <li>• The new system should also confirm or adjust the 1/3 cost to the benefiting party, and the 2/3 cost to the general public split.</li> <li>• This should cover all protected lands including Non-Forested Zone (NFZ), Railroads, Power lines, other Government Agencies and School Trust Lands.</li> </ul>	<p>To improve upon the current assessment system to better address the actual costs/benefits of the fire protection service.</p>	<p>F&amp;AM Bureau Chief through the Fire Advisory Committee (FAC) to appoint team.</p>	<p>Complete by February 2004 for the 2005 Legislative Session.</p>
<p>Short Term Goal #8</p> <p>Conduct a review of DNRC Fire Report forms.</p>	<p>Review the F-1000/1001 and other fire forms to find ways of streamlining the fire report process while gathering adequate information for MEL analysis.</p>	<p>Streamlining the fire report process while gathering adequate information for MEL analysis.</p>	<p>Unit Fire Supervisors' Working Team and F&amp;AM Bureau Statistician</p>	<p>June 30, 2003</p>

FUNDING AND STAFFING				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Long Term Goal #9</p> <p>Determine the level of funding and staffing that is required to effectively meet the F&amp;AM program's entire mission.</p>	<p>Conduct an analysis to determine the MEL for the DNRC fire (direct protection and County Co-op) program. Determine process, ( i.e. data collection, methodology used, scope of analysis – Unit by Unit, Land Office (LO) by LO*) of the study to be used. Should include an evaluation of current distribution of resources and if these resources should be redistributed.</p> <p><i>*Start with LO/Units that have the best existing data set.</i></p>	<p>Confirm our existing operations, or define the changes needed to meet the MEL determined by the analysis.</p>	<p>A project leader at F&amp;AM Bureau assisted by personnel from the Bureau and representatives from the field units.</p>	<p>Complete the MEL study on units with adequate data by October 31, 2004 in order to be available for the 2005 Legislature. Complete the rest of the state as data sets become available.</p>
<p>Long Term Goal #10</p> <p>Implement a review procedure whereby updates to this type of analysis (MEL) are done periodically.</p>	<p>Update MEL analysis on a regular basis as determined by the F&amp;AM Bureau Chief and the Forestry Division Administrator.</p>	<p>To preserve and update the accuracy of our MEL analysis.</p>	<p>A project leader at F&amp;AM Bureau assisted by personnel from Bureau and representatives from the field units.</p>	<p>Begins at appropriate interval following completion of MEL analysis</p>

# FUNDING AND STAFFING

GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Short Term Goal #11</p> <p>Establish a full-time F&amp;AM Bureau position in fire finance prior to the biennial establishment of base funding.</p>	<p>This position would work with other fiscal committees in recommended reviews. Would do such work as -</p> <ul style="list-style-type: none"> <li>• Establish guidelines on the use of unbudgeted (UB) and severity funds.</li> <li>• Would be the point person for program data collection Montana Incident Cost Accounting and Reporting System (MTCARS).</li> </ul>	<p>To track costs and assist in proposing budget changes.</p>	<p>F&amp;AM Bureau Chief working with Personnel Office.</p>	<p>Target for completion FY 2003.</p> <p>COMPLETED</p>
<p>Short Term Goal #12</p> <p>Document training received by and track the qualifications used for private contractors.</p>	<p>In cooperation with NRCG, jointly fund a liaison position to develop a method to train and track qualifications of private contractors.</p>	<p>Private contractors are playing a larger role in suppression activities. Their qualifications system is presently not well monitored or documented. This results in liability to the hiring agencies.</p>	<p>F&amp;AM Bureau Representative to NRCG.</p>	<p>NRCG Spring Meeting 2003</p>
<p>Short Term Goal #13</p> <p>Develop an Executive Planning Process (EPP) Budget Modification to increase funding for the DNRC Prevention Program.</p>	<p>Create a policy whereby funds received for billable fires will be used to fund DNRC's prevention program prior to going into the State General Fund.</p> <ul style="list-style-type: none"> <li>• Use some of these dollars as a match for National Fire Plan fuels abatement dollars.</li> </ul>	<p>Build a stronger fire prevention plan and reduce both wildland and urban interface fires.</p>	<p>F&amp;AM Bureau Prevention Section Supervisor</p>	<p>Complete by February 2004 for the 2005 Legislative Session.</p>



# FUNDING AND STAFFING

GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Short Term Goal #14</p> <p>Continue to use the recommendations of the National Association of State Foresters (NASF) July 1, 2000, report: "Cost Containment on Large Fires" and the NAPA (National Association of Public Administrators) Report within the DNRC Fire Program.</p>	<p>Maintain a strong commitment to minimizing the cost of large fires within the agency and encourage this attitude with NRCG, and interagency cooperators.</p> <ul style="list-style-type: none"> <li>• Improve the training and use of Line Officers, DNRC Comptrollers and Agency Representatives</li> <li>• Increase the DNRC's commitment to fire prevention and fuel mitigation measures.</li> <li>• Encourage internal post-season fiscal reviews of large fire expenditures.</li> <li>• Maintain and improve the efficiency of the initial attack (IA) resources in order to reduce large fire occurrence.</li> </ul>	<p>To actively pursue reduction of costs on large fires.</p>	<p>Forestry Division Administrator</p>	<p>June 30, 2003 and ongoing.</p>

FUNDING AND STAFFING				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Long Term Goal #15</p> <p>Establish a plan, to include Full Time Equivalent (FTE) authority, to accomplish prescribed fire and slash burning in cooperation with Trust Lands Division and private landowners, from State Special Revenue (SSR) funds, to help reduce fuels in the WUI.</p>	<p>Develop a method whereby DNRC is able to conduct fuels modification projects, including prescribed burning on state lands, assist private landowners in accomplishing prescribed burning in the WUI and have the adequate resources to meet hazard abatement requirements on state land.</p>	<p>To enable the DNRC to meet requirements of the Hazard Reduction Law, become an active participant in fuels modification projects, and to provide assistance to private landowners.</p>	<p>Service Forestry Bureau, DNRC National Fire Plan (NFP) Coordinator, Forest Improvement Section Supervisor and the Prevention Working Team.</p>	<p>Complete by February 2004 for the 2005 Legislative Session.</p>



## INTERAGENCY RELATIONS

**Strategic Goal:** Maintain and enhance the interagency cooperative effort by providing support and services to continue a quality program.

INTERAGENCY RELATIONS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short Term Goal # 1  The Forestry Division will develop, and maintain, a statewide contact list of interested stakeholders.	Develop a website, master e-mail listing, address' and fax numbers to facilitate communication.	For more timely dissemination of grant opportunities.	DNRC NFP Coordinator	June 30, 2003
Short Term Goal # 2  Provide comprehensive direction for each Land Office for the acquisition, distribution, and application of federal funds available through the National Fire Plan.	<ul style="list-style-type: none"> <li>Designate an NFP Coordinator for each Land Office.</li> <li>Develop a strategy for disseminating NFP information at each LO.</li> </ul>	To promote information flow and capture opportunities for NFP dollars.	Forestry Division Administrator, DNRC NFP Coordinator, Area Managers, Fire Program Managers	February 2003 Area Managers Meeting- complete by December 31, 2003.
Long Term Goal # 3  Maintain a viable State/County Cooperative Fire Management Program throughout Montana.	<ul style="list-style-type: none"> <li>Conduct a County by County analysis of the existing program to determine how DNRC may best optimize the types of services provided. Are the current plans meeting local needs?</li> </ul>	To upgrade agreements and ensure that the DNRC is providing the appropriate service to all cooperators.	Land Office Fire Program Managers.	Ongoing, complete initial county review by June 30, 2006.

INTERAGENCY RELATIONS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
SHORT TERM GOAL #4  Establish guidelines that allow payment to local governments for actions that are at the request of DNRC, within local jurisdictions. Limited to DNRC direct protection areas.	<ul style="list-style-type: none"> <li>• Address in the DNRC 800 or 900 Manuals.</li> <li>• Should only apply to direct protection.</li> <li>• Should address question of which safety standards should apply (National Wildfire Coordinating Group (NWCG), local, etc.)</li> <li>• Should only be for those limited circumstances where the local department would not take action in the normal course of their own duties.</li> <li>• Should stress that conditions of payment to local govt. should be understood by both parties and spelled out in local agreements which have been approved by the Chief, F&amp;AM Bureau.</li> </ul>	Not addressed clearly in policy now. We should recognize that jobs and expectations between wildland agencies and local govt. are different. It may be in the taxpayers' interest to pay local resources to accomplish DNRC responsibilities.	Suppression Section and FAC.	December 31, 2004

# INTERAGENCY RELATIONS

GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<b>SHORT TERM GOAL #5</b>  Explore the option of hiring/contracting local government resources through the county.	Specifically: <ul style="list-style-type: none"> <li>• DNRC would request resources from the county. County would employ/pay them.</li> <li>• DNRC would reimburse the county.</li> <li>• DNRC would accept county standards where they are deemed adequate.</li> <li>• FAC Business Working Team to determine appropriate contract clauses prior to implementation.</li> </ul>	Counties could set and meet their own standards as long as the State's liability is minimized.  Would be less confusing, more streamlined, more local control.	FAC- Business Working Team.	December 31, 2004
<b>SHORT TERM GOAL #6</b>  Develop a plan for DNRC'S future involvement in the Northern Rockies Training Center (NRTC).	<ul style="list-style-type: none"> <li>• DNRC Training Working Team should examine the most recent programmatic review of the Northern Rockies Training Center to evaluate the overall direction of the NRTC.</li> <li>• Assess whether the current funding formula and DNRC's level of involvement are still appropriate.</li> <li>• Make recommendations to the Training &amp; Prevention Section Supervisor.</li> </ul>	DNRC's costs to support NRTC have risen dramatically in recent years and their direction seems to be changing somewhat with changes to the federal system.	FAC Training Working Team.	June 30, 2005



INTERAGENCY RELATIONS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short term goal #7  Locate a trainer on the east side of the state to meet the need for training in the county co-op program.	<ul style="list-style-type: none"> <li>Look at opportunities to coordinate training through the Montana University system.</li> <li>Examine the feasibility of providing staffing and funding to the High Plains Fire Council, and East Zone Training Group efforts.</li> </ul>	Improved delivery of training services.	F&AM Bureau Training & Prevention Section.	COMPLETED
Long term goal #8  Give line officers the flexibility to order incident management teams (IMT) in a short team configuration, where warranted.	Voice DNRC's support to the NRCG Board of Directors, for the current recommendation made by the Incident Configuration Standards Working Team (IOSWT) of the NWCG. The IOSWT recommends a national standard that allows for a short team configuration of 10 core positions on Type II teams. NWCG has tabled those recommendations for this year.	Although Type II teams are increasingly asked to assume management of complex incidents that are normally assigned to Type I teams, Line Officers need to be able to order the team with less than 40 people for those incidents that are less complex. The subject of positions in addition to the standard configurations should be negotiated between the IC and Line Officer at time of mobilization.	DNRC's representative to NRCG Board of Directors (Chief, Fire & Aviation Management Bureau)	At the next regularly scheduled NRCG Board meeting (March, 2003)
Short term goal #9  Encourage line officers and incident management teams to fill a "county" Liaison Officer position when assigned to multi-jurisdictional incidents in Montana.	Contact all current Line Officers within Montana and geographic area IMT Coordinators outside of the Northern Rockies with this concern and recommendation.	To facilitate better working relationships with local government.	F&AM Bureau Chief and Northern Rockies IMT Coordinator.	June 30, 2003

INTERAGENCY RELATIONS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Long term goal #10</p> <p>Analyze the steps necessary to co-locate wildland fire dispatch centers with 911 dispatch centers in Helena, Missoula and Kalispell.</p>	<p>Co-location of 911 Centers and Wildland Fire Initial Attack Dispatch Centers in the larger cities of western Montana has been identified as a natural "next level" progression of wildland fire dispatch.</p> <p>It is in DNRC's interests to identify what steps need to be taken to produce effective and efficient co-location to provide for that progression in the future.</p>	<p>Seamless dispatch between various agencies is desirable to increase coordination, reduce duplication and provide the public with a single contact point for all emergencies.</p>	<p>The FAC should commission an Ad Hoc Committee for this purpose.</p>	<p>June 30, 2005</p>
<p>Long term goal #11</p> <p>Establish a common communication system in each dispatch center.</p>	<p>If we adopt one communication system, (common frequencies) we could save dollars in the long run and truly have an interagency operation. This issue was directed at eliminating duplication of communication systems when we are working out of one office.</p>	<p>Common Communications will produce a safer, more cohesive operation that is truly interagency in nature.</p>	<p>Communications Working Team of FAC.</p>	<p>June 30, 2005</p>

INTERAGENCY RELATIONS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short term goal #12  Develop Type III IMT capability at all NRQG geographic zones. Use Federal, State and local government people as appropriate.	<p>The development of more "Type III Teams" has been a matter of discussion for many years. The issues, which have surfaced in the past, and seem to stall development are:</p> <ul style="list-style-type: none"> <li>• Interagency or not interagency?</li> <li>• If Interagency, then the lack of definition in the 310-1 Interagency Incident Qualifications and Certifications Manual for Type 3 positions has been a problem for our federal partners.</li> <li>• Availability, and who maintains dispatch lists of team members?</li> <li>• Who funds training?</li> <li>• Is the team "all risk"?</li> </ul>	<p>There are numerous incidents where a pre-established Type 3 organization is more appropriate for the needs of the Line Officer:</p> <p>To address incident safety concerns</p> <p>To provide quicker fire suppression support service.</p>	F&AM Bureau Area Fire Program Managers	June 30, 2004



## PERSONNEL ISSUES

**Strategic Goal:** Provide a sustainable mechanism to identify and assist in the resolution of personnel issues for seasonal and permanent employees in the Forestry and Trust Land Management Divisions.

PERSONNEL ISSUES				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Long Term Goal #1  Provide a mechanism whereby employees of the Trust Land Mgmt. and Forestry Divisions may forward personnel issues.	Establish a Personnel Issues Working Team to address personnel issues.	To provide an avenue for employees to forward personnel issues and seek resolution.	Personnel Issues Working Team (PIWT).	Team formed in October 2002.  COMPLETED
Long Term Goal #2  Provide education of employees on policies, standards, guidelines and regulations.	<ul style="list-style-type: none"> <li>Schedule CSD staff for regular visits during the work planning process to Land Offices to discuss issues.</li> <li>Support CSD Training Officer in developing the new employee orientation package, which would include a self-administered version-ie CD-ROM or web-based training.</li> </ul>	Employee information and consistent application of agency policies, guidelines standards etc.	PIWT	Started in the Spring of 2002, will be ongoing.
Long Term Goal #3  Develop a method whereby we can provide hazard pay for state employees engaged in fire suppression efforts.	Provide hazard pay for all fire situations. Advance this issue to include state fire suppression efforts, a job that is hazardous no matter what the scenario and employees should be justly compensated.	To compensate firefighters for the hazardous nature of their duties.	PIWT	December 31, 2006

PERSONNEL ISSUES				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Long Term Goal #4  Provide Administrative Leave to DNRC employees after 14-day fire assignments or continuation of work on home unit.	This has been identified as a safety/welfare issue. Perhaps this should be identified as 'Safety Leave'.	To protect our employees from an identified hazard, and to meet the NRCG work/rest guidelines.	PIWT	Present to Management Team by February 2003
Long Term Goal #5  Change per-diem policy to adequately compensate DNRC employees for out-of-state travel.	Accept federal per-diem rates for both lodging and meals on fire assignments.	To adequately compensate state employees when they are in travel status on fire assignments.	PIWT	Present to Management Team by February 2003. Ongoing with PIWT until resolution.
Short Term Goal #6  Make off-unit assignments available to un-funded seasonal employees to provide opportunities for training and experience.	Provide a mechanism whereby unfunded seasonal employees can accept fire dispatches as DNRC employees outside the "normal" work season.  DNRC Personnel Officer needs to provide clarification on available/acceptable procedures in order to provide consistency statewide.	To allow seasonal employees to take advantage of the opportunities for training and experience to be gained outside the "normal" work season.	PIWT and DNRC Personnel Officer	Present to Management Team by February 2003.  Ongoing with PIWT until resolution.

PERSONNEL ISSUES				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Long Term Goal #7</p> <p>Discontinue the policy of overtime hours counting toward seasonal employees 960-hour maximum to employment and application to Public Employees Retirement System (PERS); and making PERS participation optional</p>	<p>Change in existing policy is required.</p>	<p>To minimize the cost (matching funds) of seasonal employee participation in PERS to the agency, and to limit the mandatory enrollment of seasonal employees in PERS based on overtime.</p>	<p>PIWT</p>	<p>Present to Management Team by February 2003.</p> <p>Ongoing with PIWT until resolution.</p>
<p>Long Term Goal #8</p> <p>Develop more options for the benefit entitlement of seasonal employees.</p>	<p>Develop options to the current termination of seasonal employees policy.</p> <p>Address benefits issues for seasonal employees, including:</p> <ul style="list-style-type: none"> <li>• Accrual of, and carryover of, Annual and Sick Leave.</li> <li>• Provide a one-time six-month probation period for seasonal employees.</li> </ul>	<p>To be fair and equitable to seasonal employees, which should in turn, promote long-term retention of experienced employees.</p>	<p>PIWT</p>	<p>Present to Management Team by February 2003.</p> <p>Ongoing with PIWT until resolution.</p>



PERSONNEL ISSUES				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Short Term Goal #9</p> <p>Provide incentive awards for all DNRC employees.</p>	<p>Prepare and adopt an incentive policy that permits the use of budgeted funds for awards and incentives.</p>	<p>To promote good morale and recognize superior performance. Promote the use of budgeted funds in the purchase of awards.</p>	<p>PIWT</p>	<p>Present to Management Team by February 2003.</p> <p>Ongoing with PIWT until resolution.</p>
<p>Short Term Goal #10</p> <p>Establish a process to track and disseminate information on accidents, injuries, and near misses.</p>	<p>Develop and implement a procedure to track and report injuries, accidents and near misses that occur on DNRC projects. This procedure should address the following -</p> <ul style="list-style-type: none"> <li>• Process should protect the anonymity of injured person(s).</li> <li>• DNRC Safety Committee and Information Officer should be the lead on this process.</li> <li>• DNRC should be a part of the Safenet program.</li> <li>• This process must include the preparation and dissemination of a comprehensive yearly statistical report.</li> <li>• Need to track accidents etc. of other agency employees working on our fires.</li> </ul> <p><i>Continued on next page</i></p>	<p>Increase the visibility and effectiveness of the DNRC Safety Program.</p>	<p>DNRC Safety Committee</p>	<p>December 31, 2003</p>

PERSONNEL ISSUES				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
	<ul style="list-style-type: none"> <li>Should the DNRC provide financial and work time support for EMT training?</li> <li>Consider the need for internal safety initiatives to address our operations.</li> <li>Consolidate the fire safety policies currently found in numerous documents into one safety manual.</li> </ul>			



## PUBLIC/STAKEHOLDER EXPECTATIONS

**Strategic Goal:** Maintain and build upon Cooperator/Stakeholder trust and confidence through timely communications and well thought out business practices.

PUBLIC/STAKEHOLDER EXPECTATIONS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
<p>Long Term Goal # 1</p> <p>Improve and increase public understanding, education and appreciation of DNRC's Fire and Aviation activities.</p>	<p>A Public Information Working Group will be established within the Fire and Aviation Management program.</p> <p>The intent of this group will be the development and implementation of the following:</p> <ul style="list-style-type: none"> <li>• Formalize and garner support from the Department Leadership Team for efforts to better educate the Governor's Office and Legislature about our business, successes, and needs.</li> <li>• A public relations strategy to include external and internal parties for the F&amp;AM Bureau.</li> <li>• Statewide coordination of major public relations projects.</li> <li>• Develop and implement a strategy for the efficient use of trained Public Information Officers (PIOs) within the F&amp;AM Bureau</li> <li>• Ensure program wide education and involvement of all employees in the F&amp;AM Bureau's public information strategy.</li> </ul>	<p>To adequately address the lack of currently available public information regarding DNRC's F&amp;AM program.</p> <p>Developing a program whereby future DNRC public information needs will be met.</p>	<p>F&amp;AM Bureau Chief with Training, Prevention Sections and DNRC PIO.</p>	<p>June 30, 2003 and on-going</p>

PUBLIC/STAKEHOLDER EXPECTATIONS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short Term Goal # 2  Develop and implement a Public Communications Plan to ensure interested parties are informed and understand the DNRC Fire Program and have input into it.	Through the use of Newsletters, Open Houses, commercial media and the DNRC website, inform employees, stakeholders and cooperators of the development and implementation of the strategic planning process and how it will affect F&AM's future.	To optimize the DNRC's communication with the public.	The Public Information Working Group.	Establish by June 30, 2004. Updates on the status of the implementation of the Strategic Plan annually.
Short Term Goal # 3  Provide Land Office and Unit media relations training for those employees who have delegated program responsibility and will be in contact with media representatives.	PIO will not always have the background to adequately represent DNRC on a project basis. Ensure that field level employees have confidence in talking to the media to sell their program.	To enable employees to better market their good work.	Training coordinated by DNRC's PIO.	December 31, 2004.
Short Term Goal #4  To distinguish DNRC employees, they should have a visible identity created by a distinctive uniform.	Develop a standard uniform for DNRC employees, and determine the appropriate distribution of this uniform.	Improve DNRC visibility.	F&AM Bureau Chief will establish a uniform selection committee.	December 31, 2004.

## TECHNOLOGY GOALS

**Strategic Goal:** Recommend technologies that will assist the successful implementation of the DNRC Fire Program, and effectively introduce, train for, integrate, and evaluate these technologies.

TECHNOLOGY GOALS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Long Term Goal # 1				
Determine and assess the mission of existing Technology Working Groups within the DNRC. Ensure that a Technology Working Team consisting of Central Services-Information Technology Bureau, Trust Lands and Forestry Divisions exists. FAC will be represented on this Team.	This working team will report to the Leadership Team and will: <ul style="list-style-type: none"> <li>• Encourage new ideas in the use of technology.</li> <li>• Provide a process to develop new ideas.</li> <li>• Recommend training and an evaluation process for technology use.</li> </ul>	To keep current on cutting edge technology, training and evaluation.	Forestry & Trust Lands Division Administrators	June 30, 2006
Short Term Goal # 2				
Assure the charter governing the Technology Working Team addresses the functions of equipment development, fire prevention, communications, aviation, training, administrative support, dispatch, logistics, and suppression as received from FAC Representative.	This working team will establish goals, set objectives and make recommendations for implementation of new technology. The FAC member on this group shall act as the liaison between the working team and the DNRC Fire Program. The group needs a well thought out charter to stay on course.	To maximize the efficiency of this working team.	Forestry Division Administrator	December 31, 2006
Short Term Goal # 3				
As new equipment, software and systems are put in place, develop a training plan that assures users are adequately trained within 12 months	Appropriate training plans should be developed and ready for implementation prior to the introduction of new technology.	To more efficiently utilize new technology.	F&AM Bureau, DNRC Training Officer, Information	June 30, 2003 and ongoing



TECHNOLOGY GOALS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
of installation.			Technology Bureau and Field Offices	
Short Term Goal # 4 Evaluate the need for a helicopter rappel program	Study existing helicopter rappel programs for safety and cost effectiveness.	To determine if a rappel program would be a positive addition to the DNRC Fire Program.	Aviation Working Team	June 30, 2005
Short Term Goal # 5 Present Technology Group Report 12/12/01-p.3 goal 6 (Fire Odyssey 2001 Recommendations) to the Technology Working Team.	A process for introduction and implementation of new technology.	To standardize the technology implementation process.	F&AM Bureau	December 31, 2006
Short Term Goal # 6 Establish a FAC Equipment Working Team.	Team will evaluate new ideas and equipment and develop standard equipment designs. Team membership will be by position rather than individual.	To improve the development of cost effective, safe equipment for the DNRC Fire Program.	FAC and Supervisor, Equipment Development and Support	December 31, 2003
Short Term Goal # 7 Include specific information regarding the DNRC Fire Program on the DNRC Fire and Aviation web page.	Information relating to suppression, pre-suppression, prevention information, fire danger levels, restrictions and closures would be put on the F&AM Bureau web page and updated. Hyperlinks covering like subjects shall also be included.	To keep public, stakeholders and cooperators informed on current events.	Fire and Aviation Bureau Webmaster.	June 30, 2004

TECHNOLOGY GOALS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short Term Goal # 8 Analyze the feasibility of purchase, installation and user training for an interactive web server.	Determine whether it is economically feasible and appropriate for the DNRC to develop an interactive web server.	To increase the efficiency and effectiveness of the DNRC Fire Program.	Technology Working Group	December 31, 2003
Long Term Goal # 9 Plan and develop an adequate electronics maintenance repair shop.	Design the repair shop to support current and anticipated future radio equipment and systems.	The current facility is inadequate to meet the fire program's needs.	Communications Working Team and Fiscal and Grounds Bureau Chief.	December 31, 2005
Long Term Goal # 10 Combine the advantages of location, existing equipment, and planned future equipment to result in one efficient communications system that will benefit each agency within the emergency response network using Homeland Security Funding Sources.	An upgraded communications system that will allow F&AM to communicate with cooperators. Fund with emergency service dollars available under the Homeland Security program.	To improve communications and enhance homeland security.	F&AM Bureau Communications Engineer	December 31, 2008
Short Term Goal # 11 Develop, purchase and pre-position adequate radio caches at each Land Office and the F&AM Bureau.	To make rapid deployment available for communications.	To reduce response times and increase fire line safety.	F&AM Bureau Communications Working Team.	December 31, 2006
Short Term Goal # 12 Develop a ten (10) year Aircraft Fleet Plan.	Determine, justify, acquire, staff and maintain the numbers and mix of aircraft types (fixed and rotary wing) needed to perform the fire management job.	To better justify and meet the aviation needs of the DNRC Fire Program.	Aviation Section Supervisor.	June 30, 2004



TECHNOLOGY GOALS				
GOAL STATEMENT	WHAT	WHY	WHO	WHEN
Short Term Goal # 13  Coordinate the Federal Incident Qualifications and Certification System (IQCS) qualification system with the existing NASF-Incident Qualification System (IQS).	This will facilitate interaction between qualifications tracking systems within the interagency community. This needs to be done before completion of the federal system.	Interoperability of interagency qualifications and certification systems.	State Forester through NWCG	Start in June 2003 and ongoing.
Short Term Goal # 14  Develop and implement a comprehensive and timely training program for all DNRC employees and appropriate cooperators designed to capture the range of current technology.	<p>Using surveys generated in Fire Odyssey 2001 and other current training information, develop training plans that will help DNRC employees keep current with techno-development.</p> <ul style="list-style-type: none"> <li>• Training in use of existing technology/software.</li> <li>• Agency-wide simultaneous implementation of new technology.</li> <li>• Include non-fire specific training when developing training for fire personnel.</li> </ul>	<p>To increase the efficient use of existing technology and/or software, and to better implement new technology as it arises.</p>	<p>Division Administrators, F&amp;AM Bureau Training Section, DNRC Training Officer, Technology Working Team.</p>	December 31, 2003, ongoing.

***FIRE ODYSSEY 2001 ISSUES NOT CARRIED FORWARD IN THE STRATEGIC ACTION PLAN***

<b>FIRE ODYSSEY WORKING GROUP</b>	<b>ISSUE</b>	<b>REASON FOR NON-INCLUSION IN THE STRATEGIC ACTION PLAN</b>
All-Risk	Prepare a ten-year plan for DNRC involvement, including positions that may be filled either by DNRC or local government in all-risk incidents.	SAC felt that the preparation of this plan was outside the scope of DNRC's mission.
Interagency Relations	Ensure that protection exchanges undertaken through the 2005 initiative are in the best interest of DNRC.	SAC felt that the Strategic Action Plan was not the appropriate forum for dealing with this issue.
Bin Items	The Strategic Planning Team should use the MEPA process. Start it now as the Fire Odyssey 2001 meeting would be the scooping level. The process is already defined: it will flush out the priorities; it will develop a full range of solutions; and it will have a good record of decision and will be referable to at a later date.	SAC felt that the use of the MEPA process was inappropriate for the development and implementation of the Strategic Action Plan.



## GLOSSARY OF TERMS

CSD	Central Services Division
DES	Department of Emergency Services
DNRC	Department of Natural Resources & Conservation
ECP	Emergency Coordination Plan
EMT	Emergency Medical Technician
EOP	Emergency Operations Plan
EPP	Executive Planning Process
F&AM	Fire & Aviation Management
FAC	Fire Advisory Committee
FTE	Full Time Equivalent
HB	House Bill
IA	Initial Attack
IMT	Incident Management Team
IOSWT	Incident Operation Standards Working Team
MBF	Million Board Feet
MCA	Montana Codes Annotated
MEL	Most Efficient Level
MTCARS	Montana Incident Cost Accounting and Reporting System
NAPA	National Association of Public Administrators
NASF	National Association of State Foresters
NFMAS	National Fire Management Analysis System
NFP	National Fire Plan
NFZ	Non-Forested Zone
NRCG	Northern Rockies Coordinating Group
NRTC	Northern Rockies Training Center
NWCG	National Wildfire Coordinating Group
PERS	Public Employees Retirement System
PIO	Public Information Officer
PIWT	Personnel Issues Working Team
ROW	Right-of-Way
SSR	State Special Revenue
UB	Unbudgeted
WUI	Wildland Urban Interface

